

DECEMBER 1, 1942

TWENTY CENTS

Sales Management

31 GOVERNMENT VICTORY PROJECTS

to which advertisers may "tag" their promotion

Here is a list of important Government public relations requirements now being supported principally by private advertising dollars.

I. . . . — which directly affect the manufacturing, distributing, retailing and buying structure of the nation. They are called "point of sale" projects.

- ★ Price control
- ★ Rationing
- ★ Anti-hoarding
- ★ Cessation of extra services
- ★ Car pooling for shopping
- ★ Maintenance of consumer goods
- ★ Truck Conservation
- ★ Anti-Inflation
- ★ Business clinics—sponsored by Bureau of Commerce

II. . . . — which directly affect the ability of basic heavy industry to get its wartime jobs done more quickly and more efficiently. These are labeled "industry" projects.

- ★ Production drives
- ★ Manpower
- ★ Salvage
- ★ Employee morale
- ★ Power conservation
- ★ Car pooling for workers
- ★ Maintenance of durable goods
- ★ Safety
- ★ Food for health—Nutrition Campaign

III. . . . — which do not directly or immediately affect any single group, which are long-range in nature, and are of wide general interest. These are known as "general" projects.

- ★ War Bonds and Stamps
- ★ U.S.O.
- ★ Army and Navy Relief
- ★ United Nations
- ★ Post-war aims
- ★ Civilian Defense
- ★ The enemy
- ★ Recruiting
- ★ Hush-Hush
- ★ Pan-American
- ★ War Chests
- ★ Victory Gardens
- ★ The minorities in the United States

(Outline prepared by Graphic Arts Victory Campaign Committee)

THE MAGAZINE OF MODERN MARKETING

★ make your dollars fight...buy war bonds and stamps!



The gift that hits the spot . . . because
it's **PRIME * MATURED**

Give . . . not just whiskey this holiday season . . .
give the whiskey that's prime+matured! Let the
smooth, clean taste of Ancient Age be a flattering
quality-tribute to the one you would impress.
Through a scientific duplication of the old
"top-racking" custom, Ancient Age is *prime* in quality,
Ancient Age is evenly *matured* to make a gift that
hits the spot for the most worldly-wise of drinkers.
So, give the gift that pleases *experts* . . . and be
prepared with it yourself, when friends troop in!

Kentucky Straight Bourbon Whiskey 90 Proof. This
whiskey is 5 years old. Staggs-Finch Distillers Corp., N. Y. C.

A SUPER "BUY" NOW—Transitads are Number One anytime for



THE STATES PROPORTIONED
TO 1940 POPULATION*

Figures show population of
each state in millions from
the 1940 census.

SHADED PORTIONS INDICATE
POPULATIONS OF
AREAS SERVED BY TRANSIT
ADVERTISING. (Nov. 1, 1942)

* Thanks to Sales Management
magazine for population chart.

PENETRATION WHERE IT PAYS!

It pays—in the cities. Because half of all retail sales are made there. Because more is earned, more is spent—faster, in cities. Because in cities ideas circulate, opinions form, masses act together.

It pays with Transitads because they reach 64 million population concentrated within a few square miles as shown by the map above. (Note large Transit Advertising areas in states where cities are largest.) It pays, because Transit Advertising acts on a circulation of over 43 million rides per day.

It pays if you penetrate the city markets. Transitads do just that. They deliver more visual impressions, more often, to more people closer to shopping points,

and do it at less cost than any other medium in urban centers. One medium provides continuity—without concentration at shopping points. Another is low in cost—lacks the visual impression value. A third has heavy circulation—costs so much that day-by-day continuity is prohibitive. A fourth offers prestige—with admittedly thin coverage in cities.

Transitads penetrate—with thirty advertising days a month, with visual impressions in color, with impact seconds from store doors, with mass circulation. They make it pay, with a circulation cost averaging less than 5c per thousand rides.

In wartime or anytime, more sales, more action await the advertiser who chooses to thoroughly cover the concentrated city markets. Today war work and war money are swelling city sales. Circulation is up by a fat forty per cent. Today Transitads are the super "buy" among media.



National TRANSITADS Inc.

CHICAGO—400 N. MICHIGAN AVENUE

NEW YORK—366 MADISON AVENUE

Offices in 23 Principal Cities

DECEMBER 1, 1942

[1]



"Dere Santa Claus . . ."

A good many youngsters are going to miss seeing Santa when their mothers take them Christmas shopping this year. The younger men who used to play the role in department stores have been drafted or have taken more lucrative jobs in war industries; and some of the older ones also have taken other jobs.

Authority for this information is America's leading and best-known department store Santa, Charles W. Howard, of Albion, N. Y., who not only plays Santa each year at McCurdy's in Rochester, but also runs a school for Santas each summer, sells material for Christmas promotions, and gives long-range advice on the Santa business to people all over the land.

Santa Claus Howard won renown by handling his role at McCurdy's so skillfully that other stores and amateur Santas asked him for tips and suggestions. He owns and operates a farm, but has been playing Santa since he was nine years old (because he was short and fat) and has been interested in the character and in Yuletide customers ever since he can remember.

He began his school some seven years ago, with an enrollment of six, all of whom were "graduated" after their week's course and some work done later at their homes. They received BSC (Bachelor of Santa Claus) degrees and were much in demand the following Christmas season.

As news of the school spread, department stores came to look



This year, few youngsters will be as lucky as this little girl, for most Santas are now working for Uncle Sam.

upon it as a training ground for their Santas, and enrollment climbed to more than 40. At the end of the 1941 session, six stores—from Texas, Michigan, New England and Middlewest—already had signed up to send students in 1942, but early this year Mr. Howard decided to drop the project because of the war. Since then, requests have come pouring in for recommendations for men to play Santa this Christmas, "But," as he says, "I can't find them, any more than the stores can."

It's going to be a bad year for the kiddies, though some of the larger stores will find their old-timers ready to serve as usual. "There are some who have played the part so long that to miss it would be like taking a part of their life away. Other stores will have part-time Santas, cut the season short, or give up the idea entirely."

Santa Claus Howard doesn't think women can play the role successfully, though a Mrs. Santa might possibly do a good job. But there are drawbacks. Even though a child accepts the explanation that Santa is busier than usual this year, he might find it strange that he is in one store, but not another. Moreover, there has been no standardized costume developed for Mrs. Santa.

Fortunately for McCurdy's, Mr. Howard will carry on there as usual this season. He always has disapproved of having Santa sit high on a throne, since children are over-awed by him at best. He always busies himself at some such convincing task as making or repairing toys. This year, more than ever, he feels it necessary to keep busy and he will have a shop, in which he will be making toys as he talks to his young visitors.

Requests for advice come from other sources besides stores. For example, he has functioned as long-distance technical advisor to Edward G. Robinson, who had to play the part of a street Santa in "Larceny, Inc." At the request of Warner Bros., he also has instructed James Cagney, by mail, on how to play Santa.

The Dean of Santa Clauses (as Mr. Howard is described on his letterhead) also suffered another war casualty, as he had to suspend a project to rent, design and build Christmas set-ups for stores. His artist (one of the first graduates of the school) has entered Uncle Sam's service, and carrying on without him was not possible.

Mr. Howard has very definite ideas as to the manner in which Santa should be played. A knowledge of Christmas customs and traditions, a pleasant voice and kindly mien, and a really good costume and make-up are prime requisites. Among those who should *not* play the role are clowns and entertainers and persons with red noses and faces like raw meat. Since Santa is supposed to live in an Arctic region, he should not appear in cheese-cloth or satin. Even velvet and corduroy, though widely used, are not so good as a good grade of red chinchilla cloth. The child expects something soft and warm like fur. Real leather boots should be worn.

Santa's hands should be clean, though they may be care-worn, for he is a worker. As for his build, a man with the right personality, can be padded to make him the right size.

America on a "Victory Diet"

If the American public plays "Vita-Min-Go" as fast and furiously as reports would indicate, the Government will have no complaints about the nation's health.

"Vita-Min-Go" is a government-approved game, an adjunct of the National Nutrition Program. An element of fun has been put into the business of nutrition. So much so, that two weeks after its introduction by Crowell-Collier Publishing Co., 17,000 games were sent out. Now the number has piled way up over half a million.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright December 1, 1942, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879. December 1, 1942. Volume 51, No. 12.



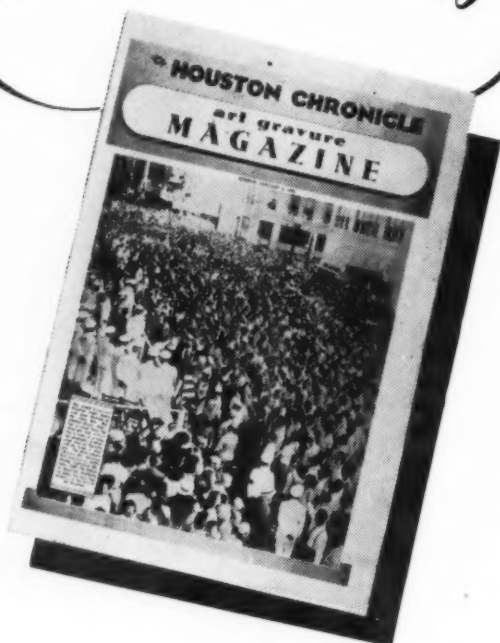
FIRST YEAR

Started three days before Pearl Harbor . . . with a completely new organization, handicapped by shortages in facilities, machinery and manpower. . . . The Chicago Sun found itself with a world war to cover as well as Chicago!

Despite all its difficulties, The Sun has done the principal job it set out to do—give Chicago a better newspaper . . . with more news, uncolored news, more comprehensive coverage of the world, Washington, and Chicago. In its first twelve months The Sun has run more than 20,000,000 lines of editorial material—a volume exceeded by no other Chicago newspaper, and only three other newspapers in the United States.

Better public service, better value in the newspaper for its readers . . . has been the base of The Sun's amazing growth in influence, circulation and advertising . . . the basic reason why

**No new newspaper
ever went so far so fast
as The Chicago Sun . . .**



... a new opportunity for you to put your sales message before the largest audience in Houston and South Texas . . . in The SUNDAY CHRONICLE'S Rotogravure MAGAZINE.

THE Sunday Chronicle reaches by far the largest audience in Houston and South Texas . . . And, now, The Sunday Chronicle, discontinuing its regular Rotogravure Section, offers you a new, streamlined, tabloid-size Rotogravure MAGAZINE—appearing for the first time on January 3, 1943 . . . The Sunday Chronicle's circulation is at an all-time peak—132,901 families total circulation and 80,889 families city circulation (from Sept. 30, 1942, Publisher's Statement to the A. B. C.) . . . No other publication has ever achieved such vast distribution in Houston and South Texas . . . Write us or ask a Branham man for a sample copy and rates.

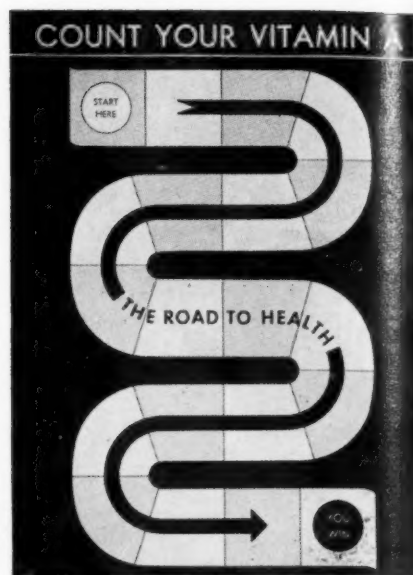
The HOUSTON CHRONICLE

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR THE 30TH CONSECUTIVE YEAR

R. W. McCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

To Sell Houston Buy Chronicle Texas' Largest Daily



This game will even help to induce dear Junior to eat his spinach!

A civic promotion for a healthier nation, the game is for every family, every school child, every factory worker in war industries. It has been taken up by public health agencies, Red Cross units, public schools, YWCA and YMCA leaders, women's clubs, local utilities, service clubs, chambers of commerce, rural county extension services, ministers, war industries, and many other groups. As people have their fun playing the game, they learn the vital food rules to improve the nation's health.

Here's how it is played: there is a score sheet which you spread out before you, together with six score cards. Then you name the foods you ate in one day, check their values on the score sheet. Each food is scored by color and number of points. Coins or buttons are used for counters, beginning at the space marked "Start here." You think of what you had to eat for breakfast, lunch and dinner. Find each item on the score sheet and play every color indicated by moving your counters the correct number of spaces on the cards of the same color. For instance, if you ate four slices of enriched bread during the day, move four spaces on the red card, two on the purple, and one on the yellow. Continue to play until you have scored all the foods you ate in a single day at meals and between meals.

Your prize for winning? Better health and more vigor. The penalty for losing is greater chance for sickness. If you lose today? Yes, you can win tomorrow by eating vitamin-and-mineral rich foods.

America's war industries are going in for the game in a big way. General Electric Co., Lily-Tulip Cup Corp., Servel, Inc., Westinghouse Electric Supply Co., to name but a few, all have ordered large quantities and are distributing them among their factories as their contribution to the National Nutrition in Industry Program. On the back of the score sheet is space for the name of the company distributing the game: "Distributed in the interest of the National Nutrition Program by . . . Co., manufacturer of . . ."

A young couple, Rhyllis and Omar Goslin, the authors of the game, are well known for developing new approaches to economic and domestic problems. Their "Diagraming Ideas," for visualization of colors, etc., was distributed by the National Association of Manufacturers. "Vita-Min-Go" is the outgrowth of work the couple did for New York City's Department of Health, in preparing the popular pamphlet, "Food Joins the Army." The game is nutritionally sound and is adapted from the national standards set by the Food and Nutrition Board of the National Research Council. Washington distributed the first 100,000 copies to nutritionists throughout the country.

M. L. Wilson, Assistant Director in Charge of Nutrition, Office of Defense Health and Welfare Services, has this to say: "We welcome 'Vita-Min-Go' because it should help us meet the nation's health problem."

SALES MANAGEMENT

BIG★TIME

ADVERTISERS IN THEIR NO. 1 MARKET

USE



WABC

Here are the 82 nationally-known advertisers who have already selected WABC to sell their products during the Fall and Winter of 1942-43.

How about *your* campaign in WABC's 4,000,000 radio family market? Better 'phone WABC *now* for complete details on the choice time periods and programs still available.

WABC, NEW YORK, 50,000 WATTS • OWNED AND OPERATED BY CBS • REPRESENTED BY RADIO SALES

AUTOMOTIVE, LUBRICANTS, AIRCRAFT
Chrysler Corporation
Gulf Oil Corp.
Lockheed Aircraft Corp.
Studebaker Corporation
Texas Co.

BUILDING MATERIALS
Johns-Manville Corp.

CIGARS, CIGARETTES, TOBACCO
American Tobacco Co.
Liggett & Myers Tobacco Co.
P. Lorillard Co.
Philip Morris Co. Ltd., Inc.
Penn Tobacco Co.
R. J. Reynolds Tobacco Co.
U. S. Tobacco Co.

CONFECTIONERY and SOFT DRINKS
Beech-Nut Packing Company
Coca-Cola Co.
Curtiss Candy Co.
Pepsi-Cola Company
Schutter Candy Company
Wm. Wrigley Jr., Co.

DRUGS
American Home Products Corp.
B. C. Remedy Co.
The Barbasol Co.
Chesebrough Manufacturing Co.
Colgate-Palmolive-Peet Co.
Emerson Drug Co.
E. Fougera & Company
Johnson & Johnson
Lady Esther, Ltd.
Lehn & Fink Products Corp.
Lever Brothers Co.
Lewis Howe Co.
Manhattan Soap Co., Inc.
Maryland Pharmaceutical Co.
Musterole Co.
The Pepsodent Co.
Plough, Inc.
Smith Brothers
E. R. Squibb & Sons
Sterling Products, Inc.
Vick Chemical Co.

ENTERTAINMENT
Paramount Pictures
R.K.O. Radio Pictures
Select Theatres Corp.

FINANCE and INSURANCE
Christmas Club, a Corporation
Prudential Insurance Co.
Savings Banks of New York State

FOODS and GROCERY PRODUCTS
B. T. Babbitt Co.
Bovey's, Inc.
California Fruit Growers Exchange
Campbell Soup Co.
Continental Baking Co.
Corn Products Refining Co.
General Foods Corp.
General Mills, Inc.
A. Goodman & Sons, Inc.
Griffin Manufacturing Co., Inc.
Kibbles, Inc.
V. La Rosa & Sons, Inc.
Lever Brothers Co.
Maltex Co.
Manhattan Soap Co.
N.Y. State Bureau of Milk Publicity
Pacific Coast Borax Co.
Penick & Ford Ltd., Inc.
Pet Milk Sales Corp.
Pillsbury Flour Mills Co.
Procter & Gamble Co.
Quaker Oats Company
Spratt's Patent (America) Ltd.
Ward Baking Co.
Welch Grape Juice Co.
R. C. Williams & Co.

HOUSE FURNISHINGS
Armstrong Cork Co.

JEWELRY and SILVERWARE
Bulova Watch Company
Elgin National Watch Co.
International Silver Co.

RADIO
Columbia Recording Corporation
Continental Radio & Television
General Electric Co.
Philco Corp.

STATIONERY and PUBLISHERS
Eversharp, Inc.
Parker Pen Co.

WEARING APPAREL
Celanese Corp.
Melville Shoe Corp.

Sales Management

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EDITORIAL STAFF: RAYMOND BILL, *Editor and Publisher*; PHILIP SALISBURY, *Executive Editor*; A. R. HAHN, *Managing Editor*; JEAN SCHWENCK, *Desk Editor*; RAY B. PRESCOTT, *Director of Research*; H. M. HOWARD, *Production Manager*; CHRISTOPHER A. ANDERSON, *Promotion Manager*. ASSOCIATE EDITORS: LAWRENCE M. HUGHES, LESTER B. COLEY, D. G. BAIRD, RUTH FYNE, FRANK WAGGONER, ALICE B. ECKE.

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SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending December 1, 1942:

The Field Will Be There

DONALD NELSON TALKED REASSURINGLY before the recent two-day war problems convention of the Association of National Advertisers, about one subject which has caused worry to business men.

"The Government isn't making changes just for the sake of changes, or using the war to cloak a move for social or economic reform. . . . The temporary restrictions and limitations which may have to be laid on business will not be capricious . . . the various restrictions which affect business and thus affect advertising arise from the necessities of the war situation and from nothing else. Until peace comes, the field in which you can operate will be rather sharply restricted—but the field will continue to be there, and it won't be restricted any more than is absolutely necessary."

The convention which the A.N.A. staged could well be taken as a model by other groups. The dominant theme was—*what can we do to help win the war?* That's all that counts. Glaringly absent were the cliches which have been the dominant themes of so many group meetings over recent years—"we must save the free enterprise system," "we must defend the sacred right of the freedom of the press," and the like. Here at this special New York meeting, these advertising executives—most of whom are top-ranking company officers—faced the facts of life clearly.

As one speaker put it, "We're not trying to save the free enterprise system. If we can save the real freedoms (such as those in the Atlantic Charter)—the freedom from want, for example—then we'll save the free enterprise system. But if, after the war is over, business falls down on its task of supplying jobs for 20,000,000 workers who will be looking for employment, then there'll be no saving the free enterprise system. It comes right down to this: the employer who before the war employed six persons will have to find employment for eight after the war. It's that, and not a lot of empty mouthings about our 'inalienable rights' which will save free enterprise and free everything else."

Nelson on Advertising

"THE GOVERNMENT RECOGNIZES ADVERTISING as a legitimate tool of business, and believes that it has a useful role in our effort," said Donald Nelson—a man who should know—at the A.N.A. meeting. "Advertising can contribute in at least four ways," he said.

1. "Where a manufacturer continues to have goods to sell to the civilian market, advertising has the same role it always had—to help sell them."

2. "The manufacturer who is now selling his goods to the Government instead of to the civilian may still have a very proper need for advertising. He can very usefully, for instance, tell his former customers how to use and conserve and service the goods which he has previously sold them. Those goods in service may very well constitute the country's sole remaining stock of such articles—a stock which will have to do until the war ends. It is certainly right for the manufacturer to use advertising to help make that stock last."

3. "Then there are companies which, as far as the consuming public is concerned, are virtually out of business—

either actually, or through conversion to war production. Where such a company expects to return to the civilian market after the war, it has a perfect right to use advertising to preserve its name and its good will. The Government fully recognizes the propriety of reasonable expenditures for advertising to preserve the value of those assets."

4. "Advertising has a very great usefulness as a means by which a company can participate directly in the war effort. Some extremely valuable work has been done by the national advertisers, the great advertising agencies and the various advertising media in supporting such things as the salvage drive, for example."

Who Is Against Advertising?

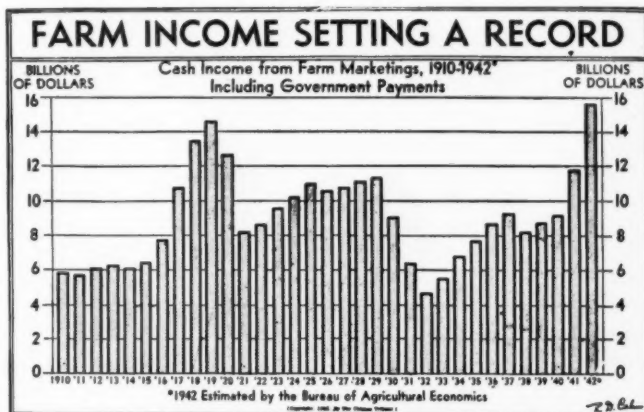
THAT STATEMENT FROM NELSON ought to quiet much of the talk about the "Government" being "agin" advertising. True, some government agencies, may oppose certain types of advertising and some individual government officials may oppose all advertising. But advertising's worst enemies are within the fold—not outside. They misuse it, or don't understand it.

As Ken Dyke, former able business executive, and now head of campaigns planning of OWI, told his former associates, "Lots of people don't believe in advertising. Sure, some are in government, but just as many are to be found in corporations. Many of them are treasurers and lawyers and chemists and engineers."

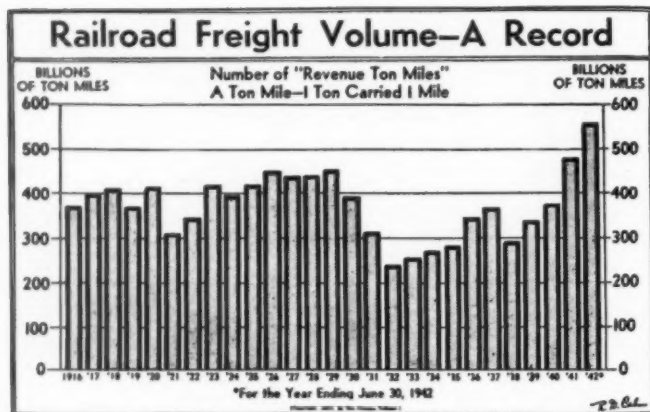
Paul B. West, president of the A.N.A., outlined the advertising realities brought about by the war situation. These included:

1. "That management must accept the full responsibility for its advertising policy and for its advertising copy, for advertising is the voice of business."

2. "Advertising expenditures, the amounts and the purposes for which they are spent, are going to be more carefully scrutinized hereafter. It is just as dangerous to overspend as it is to under-spend. Advertising just for vain-glorious motives will be out, and advertising which can't demonstrate that it performs a needed and useful function will be out."



Earlier estimates of a farm income slightly under \$15 billions have been revised upward to nearly 16 billions by the Department of Agriculture. The farmer now can buy anything he wants which is obtainable—but because of that latter catch he is saving tremendous sums.



Unsung Heroes Number One, according to our book, are the members of the Merchant Marine. They get the stuff across and suffer loss of life. Next should come the railroad men of the country—management and workers. Suddenly faced with the biggest goods and passenger traffic of all time, unable to get new equipment, they have done all that has been asked of them, as the chart shows.

3. "We have been accustomed to regard people in the mass as a collection of inanimate statistics to be juggled as we will. Let us remember that business is made up of individuals—not statistics, land and buildings. Likewise, markets are not a mass of pocket-books, but individual human beings who can be appealed to as such."

What the Public Wants

TYPICAL OF THE REALISTIC ATTITUDE toward the place of advertising in a war economy is the survey recently conducted for the A.N.A. by the Psychological Corp. of America. Forty typical ads were shown to representative Americans, and their attitude was summed up in eight conclusions by Dr. Henry C. Link as follows:

1. A growing confidence on the part of the public in the part that advertising is playing and can play in the war effort.
2. While the public is appreciative it is also critical, as shown by its discrimination between different types of advertising.
3. The public approves of scrap and War Bond campaigns.
4. It believes that Army-Navy "E" award ads contribute to morale and the war effort.
5. The public's belief that industry is doing a good job to help win the war is higher than ever.
6. People want advertising to tell them about regular products, but above all about how to conserve what they have.
7. They want companies to tell them about their war efforts but without too much boasting.
8. The public continues to expect from advertisers inspiration and a vision of the future for which we are fighting.

The desirability of avoiding a boastful tone in ads devoted to war production was reiterated several times. Dr. George Gallup, Director of the Institute of Public Opinion, which handles the Gallup Poll, declared that the chief complaint of the public against advertising for years has been on the basis of its boastfulness.

"Many people think of advertising as a bait for suckers and that it raises costs," he pointed out. "The public has an exaggerated idea of advertising costs and strangely enough, this idea is most prevalent in the more intelligent and upper income levels. The backers of the so-called consumer movement are school teachers, club women and those who vote Republican."

Bragging about the amount of materials which a company supplies to the armed forces is far from a perfect answer to what type of advertising should be run at this time. The public expects every company in a position to do so, to go all-out in the war effort. Besides, people have tricky memories. If a company which normally makes motor cars and now makes tanks should talk too much about its contribution to the tank program, it may find itself identified by the public after the war as a maker of tanks—and who will be interested in tanks then?

U. S. Rubber's Advertising Policy

MANAGEMENT'S RESPONSIBILITY toward the use of advertising today was discussed at the A.N.A. meeting by H. E. Humphreys, Jr., vice-president and chairman of the finance committee of the United States Rubber Co. One of his company's recent ads, the now-famous "I Want to Preach a Sermon" was judged by American consumers approached in the A.N.A. survey mentioned above, as being the most interesting. (The company's policy toward paid space as against publicity handouts is discussed on page 50 of this issue.)

The U. S. Rubber policy, as described by Mr. Humphreys, is this: "We find out what the job is—and then we ask how much is needed for advertising. We never appropriate 'X' numbers of dollars and then build a plan around those dollars. We have a quarterly review of our advertising needs. *Advertising today is just like a piece of style merchandise. You can't safely make up too many items in advance.*"

Seldom do we ever devote so much of this space to the proceedings of one convention—but seldom do we attend conventions which make so much sense.

Significant Shorts

The Cut in Civilian Goods: Of course there will be further cuts in the production of civilian goods, and a greater increase in concentrated production. But there is an articulate group in Washington apparently growing in strength and influence which holds the belief that complete absence of too many essential civilian goods at the war's end will aggravate inflation and bring in too many black markets for the Government to deal with effectively.

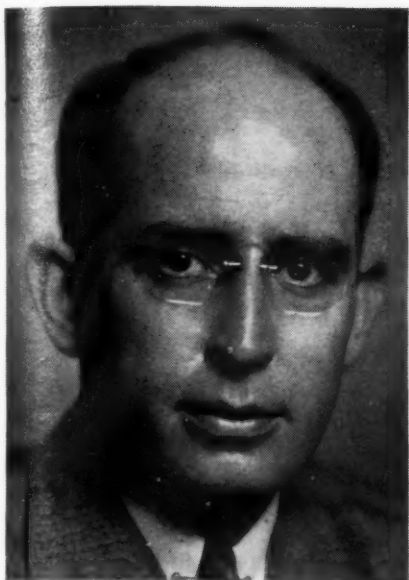
The Controlled Materials Plan: Because hoardings and bottlenecks have reached the proportions of a minor scandal, the CMP plan will supersede the PRP, operating on a quarterly basis, and with the Office of Civilian Supplies being one of the seven agencies to which steel, copper and aluminum will be specifically assigned. Each agency must keep all production schedules within the raw material allotments. The plan may be more successful than the priorities plan in getting more goods for civilian use. Official announcement has been made that certain essential civilian supplies will be given prior consideration. The reference is especially to repair and maintenance of existing equipment, such as cars and refrigerators.

Income Going Up-Up-Up: Monthly income payments for individuals in September reached the record total of \$10.12 billions, or an annual rate of \$116.20 billions. This is at an annual rate 26% higher than 1941. Chiefly accountable for the September showing were sharp gains in wages and salaries paid out by manufacturing industries engaged in war production. For the first nine months of the year the proportion of total payments paid out in wages and salaries advanced from a normal of 65% to 70%.

PHILIP SALISBURY

SALES MANAGEMENT

NEWS REEL



MORTIMER

CHARLES MORTIMER, president, General Foods Corp., New York City, was elected new chairman of the Board of Directors for the Association of National Advertisers at the organization's recent meeting in New York.



COSGROVE *Blank & Stoller*

F. A. COSGROVE, treasurer of Johnson & Johnson, New York City, has been elected acting president for the duration of the war. Mr. Cosgrove, who has been associated with J & J since 1920, will remain as treasurer of the organization.



ALLEN

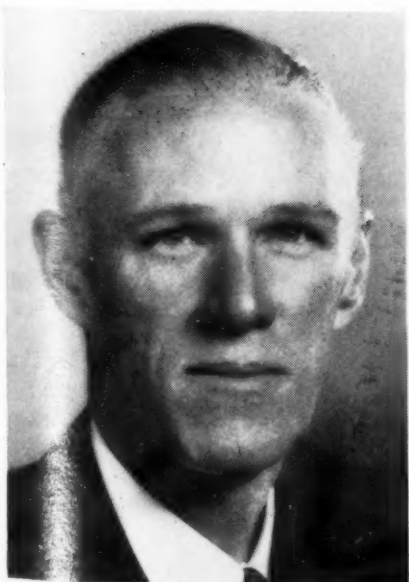
WILLIAM REYNOLDS has been appointed advertising and public relations manager of the Elastic Stop Nut Corp., Union, N. J. He is the retiring president of the National Noise Abatement Council, and was formerly advertising manager of Servel, Inc.



REYNOLDS

WILLIAM S. ALLEN is the new vice-president in charge of sales and advertising for the Josam Manufacturing Co., Cleveland. He was formerly sales promotion manager for the Crane Co., and previous to that time was associated with Union Carbide and Carbon Co.

H. S. TUTHILL, Jr., has been appointed general sales manager of the Sheffield Farms Co., New York City. Mr. Tuthill, who joined the company in 1921, formerly served as retail sales manager.



TUTHILL

New York Times

VERNON C. MITCHELL is assuming the duties of general sales manager at White Laboratories, Inc., Newark, N. J. For the past ten years, he has been district sales manager in the Middlewest for Eli Lilly & Co.



MITCHELL



Sixty-Five Ways for Salesmen To Help Dealers Stay in Business



New York Times

BY ARTHUR A. HOOD

Director of Dealer Relations,
Johns-Manville Corp.
New York City

UNDER the peculiar conditions of wartime, it's easy for any sales organization to lose sight of selling fundamentals. Furthermore—and just as important—morale is likely to decline in the face of topsy-turvy field conditions.

When we sponsored a fall meeting of our branch managers, we asked our-

selves what we could do to meet these conditions. The result was a check list of "101 Ways You Can Help Dealers to Survive in Wartime."

Specifically it was designed to do seven things:

1. To give the branch managers and salesmen a sharpened perspective on their jobs—to stimulate the broad-

The Spirit and Scope of the Job

1. Maintain a constructive attitude. enthusiastic and cheerful. Eliminate all defeatism, pessimism and apathy regarding military or industrial matters. Be realistic—secure and analyze facts but interpret them constructively. You are fighting on the home front and you should remove all doubts or misgivings. The fight you and your dealers are making is vital to our country's welfare. You have the more difficult fight—in a mental arena—with intangible enemies: apathy and defeatism. Yours is more than a battle—it's a *crusade*!

2. Impart this conviction to your dealers: Necessary housing repairs, maintenance, insulation and farm construction are a part of the war effort. The building industry retailer who renders an adequate community service on these items is an essential industry—only those who fail to meet this challenge are unessential. The morale of your dealers and their employees is your responsibility.

3. Concentrate on the "Can Do's!" and "Should Do's" while being certain to understand fully the "Can't Do's!" Don't worry about future restrictions. Deal constructively with the realities and opportunities of the present. Be the "Can Do" expert in the retail field in your territory. *Getting the most service done within the rules is helping the war effort!* Failure in business is not patriotic.

4. Impress the dealers with your partnership and your leadership. With the civilian lumber supply at a minimum, Johns-Manville products instead of representing 10% to 15% of our dealers' sales volume may become 70-80%. Paradoxically the curtailment of lumber supply is going to make the surviving lumber dealer a better merchant—with your help! You must feel that the dealer's business is your business.

5. Become a profit-through-service idea man for your dealers—but don't expect ideas to blossom without cultivation. You haven't done your full part when you have planted an idea—you must stimulate both thought and action!

6. Be the dealer's sales manager. This involves a double job—managing the dealer—and through him, managing his sales. War-time problems multiply your sales management difficulties many times. Success means more careful planning—more thorough organization—more complete follow-through.

7. Be your dealer's advertising manager! Successful handling of civilian needs on the home construction front is a major con-

sumer educational problem. This job can be done only through increased and more effective advertising and promotion.

8. Be a part of the dealer's "Board of Director's." Foster every effort by the dealer to consult you on management problems. Let the dealers know you are out to help them.

9. Thoroughly study present success patterns. The dealers who took our management training and seriously tried to apply it are making unusual records under present conditions. Analyze their success—and check these success techniques with your dealers who are deteriorating.

Re: What The Dealer Can Sell

10. Line up a completely coordinated program on J-M products and packages embracing material supply, sales manpower, construction manpower, advertising, promotion, financing, fabrication and delivery—with and for each dealer and market.

11. Conduct a market analysis, either quarterly or semi-annually, of the consumptive potentialities and probabilities on J-M products in your territory in terms of numbers of roofs, numbers of sidewall jobs and numbers of insulation jobs.

12. Prepare a check list of items that can be manufactured from J-M boards and check to see that each dealer and his organization a. knows them; b. advertises them; c. pre-fabricates them; d. displays them; e. sells them and, (f). services them.

13. Maintain a minimum stock of one carload of batt-type insulation with each J-M dealer. In one small Indiana town, one dealer recently sold four and one-half carloads of wool in two weeks' time.

14. Get each dealer to take an inventory of the odds-and-ends of his stock and work with him to build a list of consumer uses for same.

15. Discuss pooling of hard-to-get items and services with your dealers. Group administration and exchange might mean the best possible use, service and profit.

16. Get every dealer to start selling building labor. Here is an item on which there are no priorities and restrictions. Induce your dealers to make their establishment the headquarters for the sale of every type of building labor service.

17. Stimulate the dealer's imagination with merchandise sug-

er "management point of view."

2. To stress the need for holding tight to the good old fundamentals that built business in peacetime.

3. To answer the question, "Is it patriotic to do business in wartime?"

4. To build up sagging morale throughout the distribution structure.

5. To re-emphasize the need for teamwork between the territory man and the dealer.

6. To sell the men on the continuous, intelligent, use of their sales tools.

7. To stimulate resourcefulness as a means for overcoming many of the wartime restrictions under which we must now operate.

While the check list applies specifically to the problems of men in the building industry, it may suggest a similar approach to similar conditions which exist in many other industries. Because of space limitations, the list has been telescoped here into the more important 65 points of the 101 on the original schedule.

gestions in unusual fields. Forty-eight per cent of Chevrolet dealers are surviving *at a profit* because they are merchandising items they never dreamed of before Pearl Harbor. Firestone Tire and Rubber Co. now ranks next to Sears Roebuck & Co. and Montgomery Ward & Co. in home supply sales. Are *your* dealers overlooking this bet?

18. Watch wrecking, demolition and second-hand merchandise opportunities in your own territory. Anything you can suggest which will enable the dealer to turn an honest dollar will not only strengthen your own marketing structure but will earn the sincere gratitude of the dealer.

19. Assist each of your dealers in setting up an inventory of all construction labor personnel available in all local building trades and turn this information to the dealers and J-M's advantage in every ethical way.

Re: The Dealers' Physical Structure

20. Check the dealers' display of J-M Products and packages currently available. Are they efficient? Attractive? Package-priced? Keyed to the war effort? How about a special display of batt-type insulation covering the fuel saving motif?

21. Induce the dealers to build pre-fabricated packages using J-M materials—A recent trade journal survey showed 50% of all dealers had started to yard fabricate hog houses, poultry houses, etc.

22. Make certain that your dealers have adequate facilities for consumer financing. Have either you or your dealers lost interest in this vital selling tool since J-M stopped financing?

Re: Sales Manpower

23. Look for temporarily unemployed highly successful middle-aged automobile salesmen and put them to work for dealers selling Type B insulation. Several dealers report earnings of \$55 to \$80 a week by these men.

24. Measure the loss of consumer selling manpower in your territory during the past year—dealer by dealer. This ground must be regained if an adequate job of administration is to be had.

25. Line up every possible contractor salesman to be on call when leads are to be followed and salesmen are not available.

26. Check the equipment of each consumer selling factor in

★ ★

No nation can convert wholly to war. Somehow—with fewer products and limited manpower—we must find ways to maintain at least a basic framework of our distribution system to supply the fundamental food, clothing, housing and health needs of the millions who forge the weapons needed to insure victory. To whatever extent we are able to do so, we shall help to cushion the shocks of post-war re-conversion. Have you told your salesmen how they can help to do this?

★ ★

your market. Salesmen need adequate equipment because of diversity of consumer demand and the difficulty of supply.

27. Check the efficiency of point-of-sale personnel in handling prospects for J-M materials and services. Are salesmen in your territory using the war as an excuse for slipshod selling?

28. Review your drive to make every employe of every dealer in your territory sales conscious. Non-selling employes left on the job must become dual-minded and *sell* as well as service customers.

29. Analyze telephone-handling in your retail outlets. The phone today is a great saver of time, rubber and gas.

30. Check to see that every new man who has been added to the dealers' sales organization in your territory is adequately equipped with J-M material. Dig out, dust off, and put into use all management handbooks, estimating guides and other sales material not being used.

31. Develop the use of cameras in selling by your dealers and yourself. This is another way of saving on gas and tires.

32. Increase the number of "First 100 Club."* Watch winners in your territory. Believe it or not, 38 "First 100" watches have been won in the first eight months of this year! Are you getting the benefit of this sales creating strategy in your territory?

Re: Advertising and Promotion

33. With the cooperation of your district office familiarize yourself with each new war restriction and ruling—realign the "Can Do's" and familiarize dealers, contractors and consumers with what they should do.

34. Develop a specific lead securement and lead following plan to move what you have to sell *currently* into final consumption as rapidly as possible.

35. Key your suggestions of the use of J-M promotional material to the type of J-M products you are able currently to supply the dealer.

* J-M offers a watch as an honor award to any dealer who sells 100 "Package Jobs" (i.e., jobs involving both material and labor) in one year. Winners become members of the "First 100 Club." Note: Only about one in every 200 dealers wins such recognition.

(Continued on page 20)

Sixty-Five Ways for Salesmen To Help Dealers Stay in Business

(Continued from page 19)

36. Analyze mats, direct mail pieces and other advertising and promotional helps to find material consistent with wartime policies and problems in your territory and induce your dealers to use suitable material. Advertising has never been quite so important to a dealer as right now when the bulk of his sales must be created.

37. Watch all trade journals and read for effective promotional and advertising techniques and pass these along to your dealers.

38. Many of your smaller yards are not equipped to type promotional letters personally. Get your district office to cooperate on a solution of this problem. Those effective sales letters *must go out* from every yard—especially those to farmers!

39. Organize a plan to sell Johns-Manville to the housewives in your territory. They know the importance of housing environment in keeping up the home front morale. Seek opportunities for your dealers and yourself to address women on this subject.

40. Sell your dealers on the proposition of rearranging their offices, displays, decorations and consumer rooms to fit wartime needs. Get them to install a War Bond sales booth manned by volunteers.

41. Set up a canvassing pattern: a. on batt-type insulation; b. on roofing, and c. on siding. Make each pay and then multiply each pattern throughout the territory.

42. Arrange a method by which you will be informed of every fire loss in your territory. Set up a plan where dealers will follow them in J-M's interest automatically.

43. Install our visual presentation plan in every possible dealer account.

44. Generate every possible economic plan for driving consumers with construction needs into the plants of your dealers. It will save gas and rubber if the consumer will come to the dealer's place when he is in town on other business.

45. Conduct chronological merchandising drives on a monthly and seasonal basis throughout the year *every year*.

46. Insist on the dealer revising his mailing lists and bringing them down to date to avoid waste.

Re: Educational Matters

47. Conduct a continuous educational program to all factors who need education from Johns-Manville's viewpoint including dealers, dealer personnel, contractors and consumers. The educational job is never finished. Trained personnel need "refresher courses" and further training on new products, plans and packages.

48. Engender a professional approach to their job on the part of your dealers.

49. In your educational work this year be sure that you coordinate material supply, promotional helps and specific sales plans with commodity education and training in package selling, application techniques, and estimating.

50. Use the Net Profit Guide as a handbook in discussions with your dealers who may be slipping. Dealers have pronounced this as the finest management educational tool in the industry.

51. Insist on each of your dealers having a "Farm Day" with or without the J-M trailer. Get the dealer to build a line of pre-

fabricated farm buildings from J-M materials to offer for sale and delivery on the spot.

52. Use contractor meetings as a means of making certain that the dealer will mobilize and organize the sales and construction manpower available in each market.

53. Emphasize—How to Build It! and How to Install it! in all education efforts on J-M products to both industry factors and consumers.

54. Make full use of the eight "Prepared Lectures for Salesmen."

55. Put on a public demonstration that incendiary bombs will go out on sheets of flexboard and asbestos shingles. This will get a lot of free publicity for all J-M items.

Re: Miscellaneous Matters

56. Get on the programs of Rotary, Kiwanis, Lions, Chamber of Commerce, etc., in your territory.

57. Measure the work of our friendly enemies—wear, tear, depreciation, obsolescence, fire, rot, and rust, in your territory, and keep before your dealers the vision of the sustained opportunity that is theirs.

58. Set up in each dealer operation a plan to work with County Agents, Four H Clubs, Granges, etc., in the extension of Johns-Manville's products and services to the farm. As long as the war lasts and for some time after, the farmers will be the "fair haired boys" from a purchasing power viewpoint.

59. Sell your dealers on the idea of dominating the next telephone directory in the various classifications of building industry, labor services, as well as on Johns-Manville consumer packages.

60. Begin a thorough, steady and consistent use of letters and personal notes to your dealers in between calls. In your program of saving rubber and gas you will make fewer calls. To avoid lost efficiency you must *make each call more thorough* and maintain mail and phone contacts between calls.

61. Get full use throughout your territory of The Fuel User's Pledge.

62. Do not try to reform the dealer now. This is no time for that. Rather, *develop* him through a step-by-step process of evolution. Manufacturers and dealers alike now recognize the Johns-Manville "Package Selling" philosophy as the salvation of the dealer. You belong to an organization which has done more for the dealer and can do more for the dealer than any other. Make sure that you are fully capitalizing this fact in your territory.

63. Any dealer who will work hard enough can work himself out of his wartime difficulties. Johns-Manville can be of important help to dealers who are willing to try to help themselves. Keep preaching and practicing that partnership note. Conversation won't do. Sympathy will help—but what the dealer really needs and wants is profit-ideas that work!

64. Keep the "spirit of tomorrow" alive in yourself and your dealers. The building industry is going to be the most favored industry in the post-war era and the dealer who survives will be exceptionally fortunate in a fortunate industry.

65. Remember, you Johns-Manville men—that you are the Commandos-of-the-Home-Front in the building industry,—the best trained fighters for better merchandising and consumer service in the entire industry! Heads up!



Where refrigerated showcases are employed, have cellophane-wrapped cuts out on top in a variety of sizes for easy "pick-up," says Armour, and sales bloom. Shoppers see what looks inviting, and buy what they see.

Sales Jump When Armour Shows Dealers How to Push Dairy Products

When Armour saw meat rationing coming, they jumped in and developed ideas for the more intensive merchandising of products that are not so scarce. They've been successfully plugging the set-up of dairy departments in retail stores, and now they're working out a similar promotion for poultry.

Based on an interview with

WALTER J. SIMMONS

*Dairy and Poultry Products Division, Armour & Co.,
Chicago*

FOLLOWING extensive store tests which have revealed latent sales possibilities in aggressive merchandising of dairy products, Armour & Co. began laying plans last spring to do something about it.

The first step was to announce the formation of a new retail dairy department merchandising program. The idea was to concentrate on butter, eggs, cheese and poultry—all of which items promised to be plentiful.

Walter J. Simmons, national merchandising specialist of the American Dairy Association, who has been responsible for many innovations in the merchandising of dairy and poultry products in recent years, was employed to head up the new promotion. He was assigned to the task of aiding retail merchants in increasing their sales and profits on these products.

The first step taken was to induce selected Armour outlets to assemble and feature dairy departments. All too often dairy products, in retail

stores, were scattered here and there among other items on the shelves. The idea was to bring them all together as a unit, feature them and put them before shoppers' eyes. Plans for suitable displays were to be offered.

Recently a staff writer for SM visited Mr. Simmons in the Armour general offices in Chicago and asked him if results were beginning to show. He immediately began to produce evidence. One item, cheese, was selected and the figures were revealed. Following is the table, in average pounds sold before and after the department was established, based on weekly sales:

Store	Before	After
A	36.....	450
B	40.....	500
C	400.....	800
D	80.....	1,500
E	30.....	280
F	30.....	320

Said Mr. Simmons, "First, a dairy

department, to be successful, must draw and attract the attention of the person who comes to buy. It should be convincing enough to stop the purchaser, usually a housewife, dead in her tracks.

"We selected cheese for our first demonstration because, generally, it has been the most neglected item in food stores. To date, with us, it has shown the biggest increase in sales. To increase cheese sales we know that one of the first and best things to do is to cut the various cheeses into certain desired shapes and sizes, wrap the pieces in cellophane, glassene or similar wraps, and get them out where they can be seen and picked up.

"American type cheeses such as dairies, mammoth, cheddar, prints and natural loaf, sell five times as strongly when cut in wedge shapes as when square-cut. Experience has proved it, and that's the test. We believe, too, in what we call 'random cutting.' By that I mean cutting pieces in a variety of sizes.

"Each piece," continued Mr. Simmons, "is plainly marked with its price. In a group of pieces, all in the same size range, there will be a difference of, say, several cents in cost. The buyer then instinctively begins to 'shop' among the pieces and forgets to buy on 'price.' Cheese is largely an impulse item and if the package is tempting and easy to pick up, it moves.

"In cutting and packaging the cheese the merchandiser must know what sizes to prepare. We know that

six smaller cuts will be sold to every two of a larger size. We've worked out a plan governing the various sizes to a degree that we can be pretty well assured that the entire display will move out in a day without certain sizes being left for a carry-over.

"Cheese is one of the most colorful of all dairy products and it lends itself to mass display. For that reason it is the natural focal point of the entire dairy goods department. Properly presented, its turnover is fast. Properly sold, it does not remain a 'price item' as it has so often been in the past.

"In setting up a dairy department we suggest gathering into one department all products as follows:

"1. All varieties of cheese—both process and natural.

"2. Butter—bulk and package.

"3. Eggs.

"4. All types and kinds of milk—fluid milk, chocolate milk, buttermilk, etc.

"5. Cream—sweet, sour and whipping.

"6. Dairy specialties. (Evaporated milk, grated cheese, cottage cheese, dry chocolate milks and malted milk.)

"Corporate chain organizations," said Mr. Simmons, "and other large and successful merchandisers have long known that cheese sales reach their peak when this product is the center of a complete dairy foods department. We don't have to tell them; they know."

Poultry Subs for Meat

With meat sales coming under government rationing due to military demands and requirements, Armour is showing retail dealers how to take up the slack by increasing the sale of available items. Why should not turkeys, ducks and geese become less seasonal items? Offering them "in season" seems to be more a matter of habit than of logic. Under present-day wartime conditions poultry has become the most important item in the dairy merchandising picture as it is one of the few items available in quantity today.

Armour & Co., is now making a series of store tests of several different merchandising ideas in order to set up a definite program for merchandising poultry similar to the one developed on cheese. As soon as these have been completed the results will be tabulated and a definite merchandising program presented to Armour dealers.

Cloverbloom turkeys were featured in a *Life* advertisement on November 9. Fryers are advertised in the De-

cember issue of *American Home*. Roasters will be featured in advertising in January in *Better Homes & Gardens*. The effect of this advertising will be carefully studied with the thought that this type of advertising may take a definite part in the development of a profitable Cloverbloom poultry business for Armour dealers.

The preliminary studies made thus far in the merchandising of dairy products indicate that eggs offer a splendid opportunity for increased volume and profit as very few dealers are really merchandising eggs today and even a smaller number are properly handling them.

Armour's salesmen have been carefully trained in their method of attacking the new problems. They are told to carry this message to the retailers everywhere:

"Put on a drive and you get a peak followed by a drop. Put in a department and you raise the level of sales. The sales will stay up there. The job is to *get the department in*. The average person, when he enters a store, *buys what he sees*."

Ads Support Program

To back up its program, Armour is inaugurating a national advertising campaign in full color. Supplementing the magazines of national circulation above mentioned which feature dairy products and other items, it is going to the retail food trade with its dairy department story using display space, mostly full pages, in trade and institutional magazines.

Balance between point-of-sale merchandising and advertising is stressed in the Armour program. Armour salesmen and Armour printed material tell how to use island and other displays built at low cost.

"Many manufacturers and large wholesale organizations are prone to sell their goods to the dealer and then stop," said Mr. Simmons. "Armour doesn't believe in quitting at that stage of the game. We sell an idea. The idea is *how to sell* the product to the consumer.

"We selected cheese as the central item in selling the idea of the dairy department to our retailers largely because we feel that cheese merchandising has been neglected.

"We've prepared a small booklet outlining our plans and ideas. We didn't build a manual because we feel that few dealers would read it through and absorb it."

Continued Mr. Simmons, "Selling an idea is a sort of weathering process. It is like erosion; a little here and a little there, but cumulative in

effect. When a dealer is finally sold on the idea, our salesman steps in, picks the proper spot in the store, helps with the set-up, shows how to cut and wrap the cheese, and advises on the shapes and sizes.

"In doing this job the salesman almost always has to pull dairy products from nearly every part of the store. Milk is often out of sight *in the ice box*, eggs in another place, cheese scattered in two or three places and often cut only on order, condensed milk somewhere across the store and liquid milk and cream in a cold box.

"Put 'em all together in a colorful and attractive display and the customer stops and begins to think of dairy products. Put handsome, appetizing, neatly-packaged items—with the price on them—at her finger tips and she'll pick up one then another. That's how 'plus' sales are made."

Showmanship Pays

Mr. Simmons ran through a few reports on his desk.

"Here's a store that was averaging 70 pounds of cheese a week," he said. "When the dairy department was put in it jumped to 1,040 pounds. Here's another that was selling from 36 to 38 pounds a week. It's now averaging 480 pounds. Increases like that are commonplace."

Here are a few of the primary rules:

1. Displays must be neat.
2. Every package must be fresh, clean and inviting.
3. Signs, window posters and price tags must not be overlooked.
4. It should be remembered that 48% of the cheese business comes on Saturday.

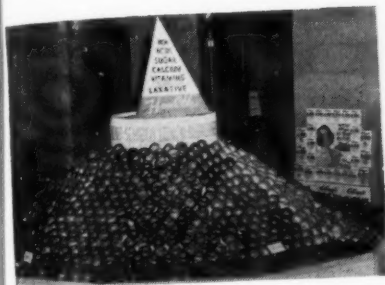
5. A careful check on stocks must be kept so that sufficient supplies of each item are always available.

6. One person should be made responsible for the dairy department.

There are a number of neat little tricks in cutting and packaging that the Armour salesman stands ready to tip off to the man in charge. Take, for instance, the use of the hot point of an ordinary electric curling iron to seal the cellophane packages; also the use of a wire for cutting blue cheese. (Crumbs of blue cheese flake off and stick to a knife with resultant waste.)

Sampling creates sales at the cheese counter, but samples must be small. Small samples leave that "more" taste in the mouth. It is rather odd but a "big" sample seldom results in a sale. While most American-type cheeses sell best in wedges, Swiss-type cheeses are wanted only in brick-shaped blocks. Brick cheeses, too, must be cut in slabs.

Sales Management Goes to A "Homemakers' School"



1.



2.



3.



4.



Wartime homemakers' schools are the natural successor to cooking schools. National advertisers are now cooperating with these schools both as a method of aiding the Government's nutrition and conservation program, and as a means for keeping Madame Consumer aware of brand names. Most successful of these demonstrations are those which are brief, filled with color and action, and instructive. The pictures on this page, reading clockwise, illustrate several of the "shows" at the Wartime Homemakers' School sponsored by the *Hartford Courant*:

1. This display used by the New England and New York Apple Institute taught thousands of women how to use apples to stretch the family food dollar.
2. American Viscose Corp. stressed the importance of instructive labelling with the new crop of substitute products now on the markets, and explained the new "Crown Tested" plan.
3. Meat economies were the theme of Armour & Co.'s performance. Home economists performed actual cooking operations on the stage.
4. Aetna Life Affiliates Co.'s motion picture studio and cast presented the making of its sound movie "The Cheaters," the story of ration-card chiselers.
5. Ann Delafield, director of the DuBarry Success School, sold the audience on the necessity of good health, good posture and seasonable make-up.
6. National Cotton Council presented a fashion showing of 31 cotton garments, illustrating the manner in which cotton is made to serve in place of wool and other war-scarce materials.





While most companies hired women to service their machines only when the exigencies of war forced them to do so, IBM has been doing it for the past six years. Here one of their girls repairs a worn electric typewriter. And not with hairpins!

“Coddle Your Business Machines—They’re Equivalent to Manpower!”

—That’s the theme IBM, Dictaphone, Remington Rand, and other office equipment makers are stressing, now that all such products are on priority. Through these campaigns business is learning how shockingly wasteful it has been in its failure to give machines proper care.

WITH their clerical staffs depleted, many civilian industries are hungrier for time-saving and labor-saving business machines than they ever have been before. Manufacturers of this equipment would like very much to satisfy that demand, but they cannot do so. Most of them have converted, in whole or in great part, to war work. Typewriter manufacture was halted entirely on October 1, 1942. Manufacture of most other types of business machines has ceased entirely.

The armed forces and the various government bureaus also are hungry for business machines, and their claims supersede those of private industry. So acute is the need of the Army and Navy for typewriters that the Government, through the WPB, recently launched a large-scale Typewriter Purchase Program. Cooperating in the plan are the Advertising Council, the National Office Management Association, and (together with their respective advertising agencies) the four

typewriter manufacturing firms: Remington Rand, Inc., Royal Typewriter Co., Inc., L. C. Smith & Corona Typewriters, Inc., and Underwood Elliott Fisher Co.

Business as a whole and the business machine industry are adjusting themselves to the exigencies of the situation with good grace. The industry is expanding maintenance and service programs and, in many instances, educating users of machines to do their share in maintaining their equipment in workable condition. Some companies are going a step farther and educating customers in more efficient use of their business machines—a program that is meeting with a new responsiveness from firms without priority ratings. Some companies have established “relocation” plans and are acting as clearing houses, buying equipment from companies whose activities have been curtailed, putting that equipment into proper working order, and reselling it to firms that need it.

While they are facing many problems, most manufacturers of business machines are not having a bad time. Most of them are working on full-time production schedules. The new governmental markets opened for the machines they are still making or for their reserve stock-piles are welcomed, if for no other reason than the long-term one that when individual users return to civilian life a fair proportion will have formed working habits which will benefit the makers of the machines they used. To cite one example, thousands of men now working for Uncle Sam are using dictating machines for the first time; many of these men will continue to use them when they resume civilian life.

But manufacturers feel that they have a moral obligation to all users of their equipment, even those who are engaged in non-essential industries.

Of seven companies interviewed to obtain material for this article, all but one are offering maintenance and repair service under contract. Naturally, all also offer emergency repair service. In general, however, they prefer to provide contract service, since this enables them to keep their staffs busy and to plan their work more efficiently. They point out, too, that customers derive more benefit from their machines when they are cared for regularly than should they have them re-

paired only when they break down. As one service manager put it, "A machine can be working at less than maximum efficiency a long time before it actually will break down. Employers lose thousands of man-hours every year in slowing up their workers, and their machines wear out much sooner than is necessary, because they are too short-sighted to have them serviced properly and regularly."

Individual companies also are doing a good educational job of prodding the public into awareness of the need to do their part in caring for their business machines. The requirements are not exacting—chiefly keeping the machines covered when not in use, wiping off the dust at least once a day, and lubricating. It is conceded generally that 75% of the emergency calls for repair service to typewriters result from lack of cleanliness, and the percentage for other types of business machines is probably somewhere near that same figure. Lack of lubrication is the second most common form of abuse inflicted on office machines.

Use-Rules Supplied

When the more specialized forms of business machines are sold, instruction in their use is provided by the installer or by a special representative of the manufacturer of the equipment. Included in the instruction is advice on keeping the machine in good order. But it often happens that during the life of a business machine several employees operate it successively, though only one has had the maker's instruction in its use. The war has made management more conscious of the wastefulness and disadvantages of this condition; and some makers of business machines also are trying to lessen the harm done by offering to re-instruct users of their equipment. Part of their instruction includes advice on caring for the machines.

Here are some examples of current educational programs of individual companies in proper care of equipment:

1. Royal Typewriter's full-page magazine advertisement, picturing a secretary and headlined, "My boss and I are in there pitching!" It touches upon the war theme, i.e., the necessity to conserve typewriters and to let Uncle Sam have first choice, and mentions the company's maintenance contracts. But the major part of the advertisement is two blocked-off sections, one (with diagrams) outlining, "Here's what I do every morning," and describing the simple, daily operations necessary to keep a typewriter clean; and the other, entitled, "Here's what I do once a week," describing the slightly more advanced procedure rec-

ommended for weekly care by the user of the machine. These same procedures also are incorporated in Royal's booklet, "How to Make Your Typewriter Last Longer," along with a description of the company's three "check-up" plans for repairing and re-conditioning typewriters.

2. In the June issue of its "family magazine," UEF News (for employees), Underwood Elliott Fisher Co. published an article, "Typewriter—Handle With Care!" Addressed to the consumer, the article stresses common-sense recommendations for caring for and cleaning the typewriter. Reprints were furnished to dealers for distribution to their customers. During the summer the company issued to 300 newspapers an illustrated press release in the form of a picture and four photographs, the captions telling how to care for and clean the machine. At this writing, the company has in production an illustrated handbook for secretaries, containing, among other things, material on how to take care of a typewriter.

3. In its excellent booklet, "25 Typing Short Cuts," Remington Rand has included a section, "Cleaning Machine," which describes the method it recommends, and reminds users that an instruction book accompanies all machines and that additional copies may be had on request. The booklet on short-cuts contains pointers which

should be useful to typists—hints on making corrections, underscoring, guiding paper, feeding small cards into the machines, etc.

4. In its timely booklet, "Making Your Ediphone System Serve Your Wartime Needs," Thomas A. Edison, Inc., devotes its center spread to a section, "How to Give Your Ediphone the Care It Deserves." Included are instructions regarding the elimination of dust (wiping with chamois or soft cloth; emptying the chip pan), lubrication, hanging up the mouthpiece gently, keeping the inside of cylinder cartons free from dirt and pencil shavings, etc.

Manufacturers of business machines are particularly active just now in endeavoring to educate their customers in the more efficient use of their products. Under the Government's Procurement Program, users of typewriters will be urged through many channels to release some of their typewriters (ideally, one out of every four), making the ones retained do extra duty. Suggestions along this line are contained in the campaign booklet prepared jointly by the OWI, WPB and members of the typewriter industry. Here are two typical ones: Use a combination hectograph and record ribbon to avoid the need of providing a separate machine for hectograph work. Reduce hours of typing time by keeping margins narrow and through the

This Typewriter has been to War...



will you sell one to replace it?

Here's a veteran of our Navy... no longer able to serve under the Stars and Stripes.

"Make good my loss" is what this Underwood says to you, to every man who runs an office.

Mutely it asks the question "Have you yet sold to the government one-fourth of your machines?"

You know, probably, that Underwood Elliott Fisher and other typewriter manu-

facturers are busy turning out fighting equipment.

Consequently our government looks to us for the extra typewriters so vitally needed to speed the Nation's victory.

Telephone the nearest Underwood Elliott Fisher branch. Join the patriotic companies who are sharing their typewriters with our Army and Navy. Underwood Elliott Fisher Company, One Park Ave., New York, N.Y.

Underwood Elliott Fisher Company

Former and future makers of typewriters, adding and accounting machines

use of neatly blocked paragraphs.

The Remington Rand booklet mentioned above, "25 Typing Short Cuts," also contains many useful time-saving hints for typists.

Makers of the more specialized types of business machines also are expanding their services to customers, by helping them to learn new uses which can be made of their office equipment and to attain maximum efficiency in their performance. International Business Machines Corp., for example, normally maintains contact with users of its products through its staff of Systems Servicewomen. The service provided by these women is particularly valuable just now, since there are so many upheavals in business and companies are facing so many readjustments and are having to undertake many new tasks, often with reduced staffs. The training and experience of IBM servicewomen enable them to aid customers in streamlining their accounting and statistical activities, often through the use of equipment they already own—which is not surprising, in view of the fact that uses for IBM machines are now in the thousands.

The Addressograph - Multigraph Corp. puts into a nutshell the current problem of industry: shops and factories are engaged in new kinds of production . . . new production requires new paper work routines. In its advertising, the company suggests the application of methods of engineering to new time and cost problems, and offers, to users of its products, the services of its methods department. This department, it claims, can help to extend the use of the firm's equipment in purchasing, storekeeping, production, marketing, shipping, billing, collecting, disbursing, and all key operations of business.

Dictaphones Battle Prejudice

From their inception, dictating machines have had to combat sales resistance arising from the fact that this equipment, in the eyes of its users, is likely to be considered in competition with a stenographer or secretary. Another hurdle to be overcome is the fact that the official who orders the purchase of the machine sometimes does so against the wishes of the man who must use it. To overcome these obstacles, both Thomas A. Edison, Inc. (manufacturer of the Ediphone) and The Dictaphone Corp. employ highly skilled salesmen, who make it their business to continue "selling" for an indefinite period after their respective products have been installed and are in use.

Just now these companies are in a peculiarly favorable position, so far as acceptance of their equipment is

concerned. Though both are making essential war materials and have stopped producing dictating machines, they have stock-piles of those products which should last for a number of months. Under present regulations, they can sell new machines only to the Army, Navy, Maritime Commission and business firms with approved preference ratings. These, naturally, represent a huge potential market—and one which, in the light of the present shortage of clerical help, cannot now afford to indulge in prejudice against so effective a time-saving device.

In a letter sent to customers in October, Merrill B. Sands, president of the Dictaphone Corp., has explained that the firm is now making remote control mechanisms for anti-aircraft guns, and that it has stopped making dictating machines, with the exception of the Electricord type of Dictaphone recording instruments. (These are being used extensively by officers in the armed forces and other government officials, who employ this equipment to confirm important telephone conversations, thus avoiding error and securing typed transcripts for further reference.)

Services Rendered

These are the services, enumerated by Mr. Sands in his letter, that the company now offers its customers:

Assistance, through local representatives, in assembling data and filling out application forms for preference ratings.

Relocation Service, the object of which is to buy from owners any Dictaphone equipment they can spare, reconditioning it, then reselling it to firms that need it but are unable to obtain priority approval for new machines.

Dictaphone Maintenance Program, through which customers are offered periodic inspection, adjustment oiling and greasing under a "low-cost service arrangement."

Dictaphone Office Engineering Survey, the object of which is to discover opportunities for time-saving and better operation with existing equipment.

Instruction in the use of Dictaphone equipment, offered both to executives and secretaries. This may be given in the customer's office or in the local schools at which girls are trained to become Dictaphone transcribers.

Placement Service, free to customers and to transcribers seeking positions.

Attached to Mr. Sands' letter is a request form, with blanks for checking those services in which customers are interested.

Another instance of Dictaphone's

adjustment to current conditions is the work now being done by its sales promotion department. Its chief duties now center around helping its branches and sales personnel to cater to their entirely new market—the Government. The science of selling (or perhaps it should be called servicing) this new market is gradually evolving, and at Dictaphone's headquarters in New York available information is pooled for the benefit of all branches.

Ediphone Aids Users

Last summer when the order came through to halt production of dictating machines in six months, Thomas A. Edison, Inc., immediately inaugurated a closely-knit program to aid Ediphone customers in weathering the war period with existing equipment. The July-August issue of the firm's house organ for Ediphone users outlined its National Advisory Service. Under one section entitled, "Nine Ways We can Help You," are listed such offers as that of reorganizing customers' transcribing departments for greater efficiency, teaching the use of the Ediphone to new executives and new secretaries, and aiding in establishing an inventory control system on Ediphone cylinders and supplies.

Suggestions for users to help themselves ("Eight Ways You Can Help Yourself") include: "Delegate (to one responsible executive) the task of periodically checking the use being made of all instruments so that we can keep them at the desks where they are needed most." "Designate your office manager or your stockroom manager to initiate and maintain a running inventory control system so that he can tell at a glance when he is running low on Ediphone cylinders and other needed supplies." "Sign up now for Ediphone monthly maintenance service."

"Making Your Ediphone System Serve Your Wartime Needs" is the title of an attractive booklet offered in the house magazine mentioned above. It is made up chiefly of suggestions for *new uses* for the dictating machine — for recording telephone conversations, for giving instructions and dictating brief memos (sparing one's secretary interruptions). In this booklet there also is a list of nine services available from the Ediphone national organization, several of which are given in one of the preceding paragraphs; and a section (also described earlier) entitled, "How to Give Your Ediphone the Care It Deserves."

The company's mid-summer issue of its publication for dealers and technicians, "Tips on the Ediphone," also



Time . . . that Jack Benny or Charlie McCarthy or any other entertainer can't take from you . . . Because 81% of the men, 79% of the women, and virtually 99% of all the children in 12,000,000 families find time and take time every Sunday to read the comics sections in Metropolitan Group comics sections! . . . Reading habit older than any listening habit . . . established over years, not weeks . . . available to all the audience all day!

And the major Sunday newspapers in Metropolitan Group give major family coverage in thousands of urban markets . . . markets which afford approximately two-thirds of the national consumer buying power . . . coverage that no other single medium and few combinations can match . . . With four colors, and a space unit big enough to tell or show a message in a big way . . . and at low cost! . . . Learn more about Metropolitan Group Comics—to learn more about today's outstanding national advertising opportunity!

Metropolitan Group

Baltimore Sun • Boston Globe • Boston Herald • Buffalo Courier-Express • Chicago Tribune
 Cleveland Plain Dealer • Des Moines Register • Detroit News • Detroit Free Press • Milwaukee Journal
 Minneapolis Tribune & Star Journal • New York News • New York Herald Tribune • Philadelphia Inquirer
 Pittsburgh Press • Providence Journal • Rochester Democrat & Chronicle • St. Louis Globe-Democrat • St. Louis Post-Dispatch
 St. Paul Pioneer Press • Springfield Union & Republican • Syracuse Post-Standard • Washington Star • Washington Post
 220 East 42d St., New York • Tribune Tower, Chicago • New Center Bldg., Detroit • 155 Montgomery St., San Francisco



"George, this is Mrs. McCarthy. Mrs. McCarthy is our cleaning lady, our air raid warden, and she holds 9,000 shares of our preferred!"



ties in with the program of "promoting customer good will in war times." It calls attention to the two publications described above, available for customers, and it discusses priorities. It has a section addressed to technicians and entitled, "The Technician's Job Goes Beyond Inspecting and Repairing."

The section entitled, "The Salesman's Job," is so meaty and timely just now, and the suggestions in it have so many applications for salesmen for other types of organizations, that we are reprinting some of them as they are written:

1. Set up a schedule for visiting customers who cannot get preference ratings. These visits need not be frequent as long as no customer is neglected—or feels neglected.

2. Have a definite service objective when visiting each customer. General conversation about the war, priorities and curtailments will not be constructive.

3. Keenly observe how Ediphone equipment is being used. Is there too

little? Is some idle? Should some instruments be reassigned to other executives and secretaries? Can non-using departments and individuals be influenced to use "surplus" equipment? Are executives getting good "signature service?" Has the rate of transcribing production increased or decreased? Is the quality of work good?

4. Check the condition of the equipment. Is it kept clean? Is it under maintenance service? Should some of the older instruments be overhauled or reconditioned? Is the shaver doing a good job—producing smooth cylinder surfaces?

5. Check to see that each customer has an adequate stock of Ediphone cylinders and supplies.

6. Supplement personal visits with telephone calls which are often as effective and welcome as personal calls.

7. In cooperation with the local Ediphone office program write letters to customers.

In addition to its program of edu-

cating customers in the proper care of their dictating machines and getting maximum efficiency from them, Ediphone is now bearing down heavily on its maintenance service and on the value of having old machines reconditioned. In a letter sent in October to customers of the New York City office by E. C. McCarthy, manager of that office, a request was made for cooperation in such matters as permitting inspections before and after office hours and on Saturdays. Response to the letter has been highly favorable, according to Mr. McCarthy. A large proportion of those queried signified their willingness to permit Ediphone servicemen access to machines at off hours, in some instances, even as early as seven a.m. In this manner, the service department has been able to continue to provide adequate maintenance despite loss of some of the staff to the draft and war industries.

Re-Distributes Machines

The company also is engaged in re-distributing its machines, acting as a clearing house for those willing to sell them, then reconditioning them and reselling them to firms in need of them. At the suggestion of the sales staff, the company's engineers have outlined a list of 31 separate operations entailed in the new and improved type of rebuilding.

A departure from the past is the respectful attitude which sales staffs now display toward selling reconditioning, as well as selling service and maintenance under contract. The sales staff of Ediphone also is doing good work in locating machines which owners are willing to release. Typical of the care and planning now going into selling service is the development of a new visual aid which dramatizes the effect on the recording apparatus of proper maintenance in contrast to the damage done by neglect. This shows three of these small mechanisms, each ten years old, fitted into an attractive black box—one (the "terrible example" of neglect), which has not had the benefit of any type of inspection and service; a second, which has had occasional service and is in only fair condition; and a third, apparently in perfect condition, which has had periodic care under Ediphone contract service.

An interesting feature of the current Ediphone program is the high degree of coordination between different departments, each of which is kept informed of what the others are doing.

In furtherance of the Government's campaign to buy 600,000 typewriters from the public, the four typewriter

MID-AMERICA



Promise of NEW wealth is realized as 30,000 NEW industrial workers step into production in Mid-America's permanent aircraft industry—expanded threefold by press of wartime necessity. Former residents returning from training schools plus thousands of NEW workers have created a pressing need for 7,000 NEW living units and retail sales for the four weeks period ending October 31st jump ahead 42% over the same period a year ago.

NEW spending by NEW industrial workers plus that created by a healthy agricultural market is marking up NEW sales successes for retailers, wholesalers and jobbers. You, too, may take your share. Gear your efforts to the lively tempo of expansion in Mid-America through expanded use of its two great newspapers—The Oklahoman and Times.

The OKLAHOMAN *and* TIMES



THE OKLAHOMA PUBLISHING COMPANY: THE FARMER-STOCKMAN ★ MISTLETOE EXPRESS ★ WKY, OKLAHOMA CITY
KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Affiliated Management) ★ REPRESENTED BY THE KATZ AGENCY, INC.

DECEMBER 1, 1942

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companies—Remington Rand, Royal, L. C. Smith & Corona, and Underwood Elliott Fisher—are directing all efforts of their sales and advertising departments to the WPB-Treasury Typewriter Procurement Program. In this, they are enforced by their respective advertising agencies (Leeford Advertising Agency, Inc., Young & Rubicam Inc., Newell-Emmett Co. and Marschalk & Pratt Inc.) which also are contributing their services, and by the National Office Management Association and the Advertising Council. The Advertising Council is acting as a *liaison* body for the various organizations cooperating in the work.

Survey Proves Shortage

Before the campaign was started, a survey was made which proved that a shortage of typewriters actually exists, and that it will become more acute since the four large manufacturing concerns are all engaged wholly in war production. Our fast expanding fighting forces need typewriters to such a degree that it seems the patriotic duty of all who can spare them to sell them to the Government. Only those made since 1935 (and there are 2,400,000 of these in use), are wanted, and they must be obtained from business firms, schools, colleges and private owners.

A plea made last summer by Donald Nelson met with negligible response, with the result that the manufacturers swung into action. In cooperation with the WPB, their plan is to convince typewriter owners that the need is urgent, to use existing sales forces and dealer outlets to enter the plan, and to spread knowledge of methods of maintaining output with fewer machines.

To refute the generally held opinion that "the Government uses too many typewriters," word is being spread that the Government itself is releasing machines to the Army and Navy; that the Army itself has cut its requirements 60%, the Navy 50%. Admiral King has issued an order to reduce by half the typewriters on warships. In spite of these and similar measures, 600,000 typewriters are needed.

The program should be a boon to typewriter dealers, who earn \$6 for handling each purchase, and are paid \$15 for reconditioning, or \$20 for rebuilding. A four-year-old machine with a \$30 trade-in allowance will be sold to the Government for \$51 reconditioned, or \$56 rebuilt.

The various promotional pieces for the campaign are well designed and convincing, containing facts about the urgency of the need for typewriters; suggestions for getting along with

fewer machines (keep all typewriters busy at all times, through staggering work hours, multiple shifts, etc., and reduce typed inter-office communication, by penciling notations on carbon copies); and by giving names of individuals and organizations (with case histories) who have made sacrifices in yielding their machines. In the brochure, "Send Your Typewriter to War," we find illustrations and captions on the sale, by the National Surety Corp., of 109 machines; and the sale, by Swift & Co., of 241 machines (made possible by a new method of sending memoranda in duplicate and requiring the reply to be hand-written on the carbon copy).

The advertising programs of the four major typewriter companies also are tied to the campaign. Outstanding examples are the UEF advertisement illustrated by a badly damaged typewriter, with the caption, "This Typewriter has *been* to War . . . will *you* sell one to replace it?"; and Royal's adaptation of the Government's posters (seen in post offices), telling of the hunt for men guilty of Federal offenses. The latter shows a side and front view of a typewriter, with specifications: "Handsome Reward . . . depends upon the age of the machine" and "Age: Must be seven years old, or less."

Salesmen Turn to Service

This article would not be complete without at least a brief discussion of the manner in which makers of business machines are handling personnel problems arising from the changes going on in the industry. Since most of them are using their production facilities for war work, they have no problem in that respect, except that of replacing workers lost to the draft. Many have had to reduce their sales staffs, those remaining on the job being kept busy chiefly in good will servicing, and, in the case of some typewriter companies, selling ribbons and carbon paper. Now that the Government's Typewriter Purchase Program is under way, it will absorb the energies of a fair proportion of typewriter salesmen. Some companies have transferred salesmen to their factories and put them to work as expeditors.

As might be expected, the most acute personnel shortage is in service departments. With the demand for service greater than it ever has been in the past, companies are meeting the loss of trained workers to the armed forces and war industries by replacing with older men and with women. All companies interviewed, except one, report the addition of women to maintenance and service staffs. Some consider the plan far from

revolutionary, since women have done similar work, in assembling machines, in the factories. IBM, always a pioneer in adopting progressive steps, has been employing women (both in its repair and maintenance department and as systems servicewomen) for the past six years.

Women Succeed as Servicers

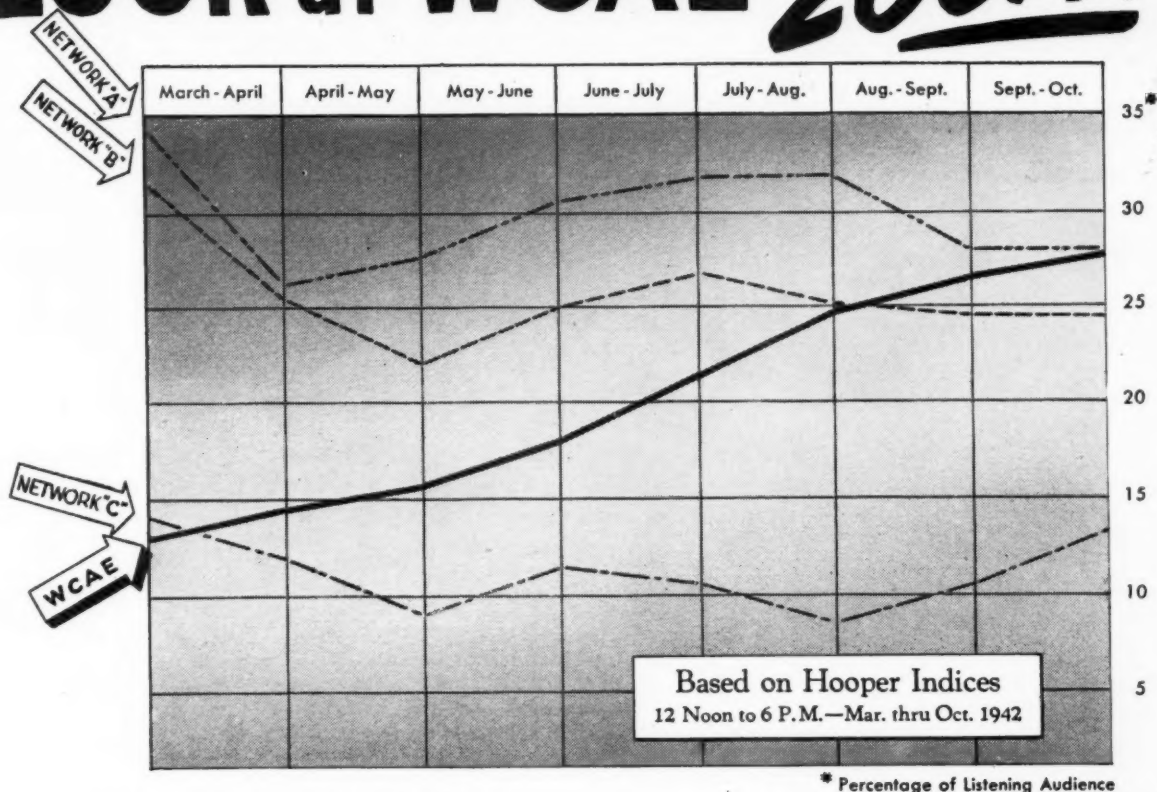
Most companies, however, began to employ women only under pressure of great need; and, when questioned on the subject, almost invariably answered, "We had misgivings about it, but to our surprise the women are working out remarkably well." In addition to the usual problems—necessity for providing rest-room facilities for women and adjustments (in the matter of dress, for instance) that must be made by men when women work beside them—an unexpected one has cropped up in cases where women have been sent out into the field as helpers to trained servicemen. At least two companies report a tendency to gallantry on the part of the servicemen, in such matters as carrying the kits of their female companions, paying their carfare and buying their lunches; and the inevitable result—jealousy on the part of the men's wives. This hurdle should be overcome in time, as the novelty of the idea of men and women working together wears off.

Some companies interviewed are using the same care in adding women to their service staffs as they have used in hiring men (and perhaps more, since they had more misgivings about the potentialities of women). Dictaphone Corp., for example, uses mechanical aptitude tests and tested interview procedures for women on its service staff, who now comprise 25% of the whole. When long-range planning of this type goes into the hiring of women for jobs formerly performed only by men, it seems unlikely that they will be displaced at the end of the war.

It is only in periods of scarcity, like the present, that we realize how dependent we have become upon business machines. The silver lining to this cloud is the healthy respect engendered for these tools we have so much taken for granted. The knowledge that we must baby them, nurse them along carefully to make them last for the duration will bear permanent fruit in the improved "office housekeeping" habits now being formed.

Perhaps manufacturers will see the day when they need no longer complain that there is no other piece of machinery in the world so badly abused as the office machine.

LOOK at WCAE ***ZOOM!***



You CAN'T Ignore this Amazing Gain

The biggest news in the radio business today is the spectacular way WCAE has zoomed to the top in Pittsburgh.

Eight months ago WCAE was trailing the three other network stations in the race for afternoon listeners. Then things started to happen. WCAE started to climb. One by one the competing network stations were "polished off", until now WCAE is

running in a photo finish for first place.

The "Tune Factory Program"—MUSIC and NEWS every afternoon from 1:00 to 5:30—has sparked this tremendous surge of WCAE to the top.

The facts speak for themselves! WCAE can deliver an afternoon audience far greater than two of the other network stations and only $\frac{3}{10}$ of 1% behind the leader!

WCAE
PITTSBURGH, PA.

For availabilities and complete information consult WCAE

—or—

THE KATZ AGENCY

New York Chicago Detroit
Kansas City Atlanta Dallas
San Francisco

1250 K. C.

5000 WATTS

MUTUAL BROADCASTING SYSTEM



Maybe there are radio programs which catch more of the feel of Army and Navy life than Bromo-Selzer's "Vox Pop," but I have yet to hear them. Incidentally, Bromo's newest commercial, based on the sound-effects of the Chattanooga Choo-choo, will stick in the mind.

Slogan for I. Miller: "The House of a Thousand Sandals."

"Lord & Taylor keeps you good and warm." Warm, anyhow.

No, Herman; I wouldn't exactly say that Dr. Jayne's remedies are indicated for expectorant mothers.

"Resigned" is a pretty euphemism for "fired." I still like the testimonial letter attributed to my friend, Joe Katz: "Mr. Whosis left our employ for reasons beyond his control."

NIT—"Is he 'society'?"
WIT—"No. No station-wagon."

"Nation-Wide Rent Control Starts Today."—Headline. No more earthquakes, if you see what I mean.

Chilton Publishing plucks a feather from Mother Goose for its latest headline in the institutional series, aimed like a poisoned dart at the seller's market: "Humpty Dumpty was not a bad egg."

"Jake" Breiel, by N. W. Ayer, out of McGraw-Hill, is now a captain in the Marine Corps, assigned to public relations.

In the vocational papers, a headline tells me that Yankee Tools are "Rated First-Class by the School of Experience."

That grand old marching-song of World War I applies more to businessmen than to soldiers in World War II: "Where Do We Go From Here, Boys?, Where Do We Go From Here?"

I wish magazine publishers would get over the habit of stitching busi-

ness-reply cards into the binding, where they interfere with something I want to read.

In a lighter moment, Catherine Rafferty reports what the pencil said to the paper: "I dot my i's on you." Baby-talk, huh?

Saw this placard in the production-department: "Daily prayer—'O Lord, help me to keep my Big Mouth shut until I know what I am talking about'—Amen."

"Caps off to Uncle Sam," puns Ruppert Beer.

Never let it be said that you were caught with your plants *up* and your orders *down* when the bells toll again for peace in our time.

Aside to the man who is considering cutting his advertising: "Out of print" is a synonym for "out of luck."

Hunger in Europe this winter will be plain awful. I'll bet Mussolini would like to do a backfield-shift . . . from behind the 8-ball to behind the meat-ball.

IMAGINARY DIALOGUE

(Wendell Willkie returns home after a month's swing through Europe and Asia as President Roosevelt's personal ambassador. He has just paid the taxi-driver, and has bounded into his New York apartment.)

Wendell—"Yoo-hoo, I'm home. It's Wendell, Dear."

Mrs. W.—(Without enthusiasm) "Hello." Wendell—"Gee, gosh, Baby. You seem a little cool. Is that any way to greet your husband after a month's absence?"

Mrs. W.—"I said 'Hello.' What do you expect me to do, kiss you? I'm not a Russian ballet-dancer."

Wendell—"Oh, so *that's* what's eating on you. For Heaven's sakes, Dear, I was just acting for the President."

Mrs. W.—"You mean your pal, Franklin?"

Wendell—"Now wait a *minute*, Dear. He's really a swell fellow when you get to know him."

Mrs. W.—"That ain't the way I heard it."

Wendell—"And besides, I just gave that dancer the merest peck on the cheek at the Bolshoi Theatre. There were four million people looking at us. Gee, gosh, this isn't like you, Dear."

Mrs. W.—"You middle-aged men are all alike. You all think you are Charles Boyer, even without his waistline or good looks."

Wendell—"Well, I'll be doggoned. I was thinking of you all the time. That dame didn't mean a thing to me. I just wanted to help international relations."

Mrs. W.—"You don't see Roosevelt going around making a clown of himself."

Wendell—"I'm sorry. I really didn't mean a thing. Why, her husband was standing right there in the wings. I don't even recall her name."

Mrs. W.—"Okay, Glamour-puss, skip it. And before you unpack your bags, let me have three dollars for the laundry-man. I hear him ringing."

Another movie ("Take a Letter, Darling") with an advertising-agency background has come and gone. It was as phony as all its predecessors. MacGregor (Rosalind Russell) told Verney (Fred MacMurray) to get her "all the competitive layouts on tobacco advertising." Only way to do that would be to rifle the art-files of every agency with a tobacco account. She meant "tear-sheets," of course. Are there no agency-men in Hollywood, even for consultation? How about checking with Marcus Aurelius Goodrich, ex-Ayer?

Slogan for a whiskey: "You'll be tickled pink with Three Feathers."

Germaine Monteil has a new perfume called "Laughter." There's probably nothing to laugh about in the price.

A young friend of mine has just joined the Army "to teach public speaking." Maybe the enemy ought to be frightened, at that.

Mr. Wimple, the hen-pecked little man on the Johnson's Wax program, got a giggle when he said his wife was "teaching dirty fighting to the Marines."

National Safety Council suggests we give screwball drivers three shorts and a long on the horn—the Morse code for the Victory "V." I tried it the other day in the park, and, by heck, it worked.

I have been waiting for Model Tobacco's Beatrice Kaye to break out with that old tear-jerker: "She Lives in a Mansion of Aching Hearts."

For me, nobody has ever improved on Rube Goldberg's idea of an appropriate salutation by an after-dinner speaker: "Friends, enemies, and visiting stove-molders. . ."

T. HARRY THOMPSON

SALES MANAGEMENT



J. M. REIBEL
Advertising Manager
American Car and Foundry Company

Our Problem

The increased demand for our products and government regulation of our production leave us problem-free as far as disposal of our output of railroad cars of all types is concerned. We have never felt, however, that this condition relieved us of the necessity of advertising.

We can make and sell so much — which is less than the demand. Consequently, our position must be explained — also our policy of

all-out cooperation must be kept before the industry. The railroads must be reminded, regularly, that every facility in our power is harnessed to the job of helping them speed up the vital flow of munitions.

Then, too, we have an obligation to extend our moral as well as physical support to the railroads. They are doing a real job today; never have they been called upon to do so much with so little.

Our advertising, we know, is not only maintaining ACF prestige, but it is helping the railroads — and in helping them, it is contributing to Victory.

Why We Use Business Papers

The people who are interested in our messages are readers of business papers. So business papers are the logical medium for telling them what we feel we should tell them, at regular intervals. We have always used business papers. Even though there is no need for product copy as such, we recognize

that business papers are as important today in our industrial relations as they ever were — in fact, more important.

Results To Date

The yardstick that applies to regular product copy cannot be used on institutional copy of this sort. That does not mean that you can't gauge the efficacy of this advertising. Usually there are plenty of indications to tell whether a campaign is worth the effort and the money. In our case, we have no doubt that the ACF advertising in business papers has been tremendously successful — a conclusion that was clinched long ago by the volume and tone of letters and comment from railroad executives. Our appropriation has not been cut. There is no indication that it will be.

J. M. Reibel

SYNCHRONIZING

ANY WAY YOU FIGURE IT!!

★★★ The hand that holds the throttle!

A.C.F. AMERICAN CAR AND FOUNDRY CO.

BUSINESS

BY
HUGO A.
BEDAU



Hugo Bedau's intimate knowledge of business practices, gained through long experience in developing and managing his own business organization, provides the authority for his speaking on the problems of future planning. Mr. Bedau is a past president and honorary life member of the San Francisco Sales Managers Association, and the first vice-president of the National Federation of Sales Executives. And recently he was appointed chairman of the post-war planning committee of the latter organization. Also to his credit are the articles he has written and the 32 addresses he has delivered this year on future planning, general management and public relations subjects.

The Human Side of Industry's Post-War Management Problems

Some call it proper recognition of the social responsibilities of business. Whatever terms are used, the meaning is unmistakable: the only men equipped to lead industry through the critical post-war period will be those who understand how to create and maintain confidence and trust between business, labor, and the public.

(This is the fifth of a series on post-war planning. The first, "Post-War Planning: What Is It, and What Shall We Do About It?" by A. R. Hahn, Managing Editor, SALES MANAGEMENT, appeared in SALES MANAGEMENT for September 1. "Report No. 2 on Post-War Planning: The Producers Council Program," based on an interview with Russell G. Creviston, Director of Trade Relations, Crane Co., Chicago, and Chairman of the Post-War Planning Committee of the Producers Council, appeared in the October 1 issue. "Research for Post-War Planning: A Practical Five-Point Program," based on an interview with Dr. Lyndon O. Brown, Vice-President in Charge of Marketing, Media and Research, Lord & Thomas, followed in the October 10 issue. "Nine Important Problems You and I Will Face on V-Day," by Lee McCanne, Assistant General Manager, Stromberg-Carlson Mfg. Co., Rochester, N. Y., appeared in the November 15 issue.

For the December 15 issue, we are proud to announce "How and Where to Start a Company Post-War Plan," by Stanley Holme, Economist for the Special Planning Committee, General Electric Co. Individual reprints are available from SALES MANAGEMENT, 386 Fourth Avenue, New York, N. Y.—THE EDITORS.

DR. FREDERICK LOOMIS in his new book "The Bond Between Us" speaks of a "third component." He describes it as the quality or degree of sympathetic understanding and unwavering confidence that is present in every mutually-satisfactory interview between a doctor and his patient. In that relation-

ship there are three elements: the doctor, the patient, and the third component which is the faith, the confidence and sympathetic understanding which each holds for the other.

In business, too, there is a third component. It is that priceless ingredient of relationship between management and the workers of industry. It is the electric current of confidence, faith and mutual understanding that must flow between capital, management, customer and wage earner. Therefore, business must be mindful of this third component if it is to continue to be the backbone of our economy.

Every business executive, is vitally concerned with future planning. Any smug attitude of complacency or wishful hope to preserve the old order has no place in the thinking of intelligent men today. We tried to preserve the old order following the last war. You know the result.

We recognize that the one weak link in the great chain of business management during these past decades has been the failure to understand the human aspects of life. We are finally coming to the realization that we are human beings and not just so much sales potentiality to be pushed around by a few thoughtless and selfish businessmen.

Industry is a social as well as a commercial force. We are beginning to realize that management is first a problem of human beings; that production is first a problem of human beings; and that sales is first a prob-

lem of human beings. And I believe that future planning is first a problem of human beings. Therefore, we must evaluate the contrasting attributes of management and of labor in our endeavor to find a solution of today's problems, and to set up a more workable plan for the future conduct of our business society.

The new responsibilities of leadership must be defined. A new yardstick of successful management must be accepted by businessmen. Business leadership must be willing to stand the searchlight of investigation and evaluation of accomplishments and failures. Those men who do not prove themselves qualified will be replaced by men who have the aptitude and qualifications to be successful leaders under new conditions.

Will Business Lead People?

We must determine if business can be projected into the future as the vehicle that the 135 million people of these United States will select for their first and only choice to travel the road ahead.

Here are a few of the problems that face us today. They are the kinds of problems that make future planning so necessary. Top management in many corporations today indicate the desire to develop plans to:

1. Continue employment at adequate levels to over 60 million workers.
2. Place back in industry every employable soldier released from the armed forces.
3. Make a new appraisalment of women in industry.
4. Utilize fully the tremendous production capacity that will be developed during this war period.
5. Develop to the full new techniques, methods, procedures, new products and services created by

*(This article is condensed by SALES MANAGEMENT from an address presented by Mr. Bedau before the Conference of The Pacific Coast Electrical Association annual meeting, Fresno, Calif.—The Editors.)



... And these Railway Business Papers Are Rendering
An Outstanding Wartime Service

THE Simmons-Boardman railway publications are performing a valuable wartime service in the railway industry by aiding the railroads in doing the greatest transportation job of all time! This country is depending far more upon efficient railway service than in any previous war. In fact, because of the tremendous expansion of war production, fully one-half of the railroad plant—yards, tracks, cars, locomotives, signals—may be considered as much a part of Uncle Sam's war machine as are guns, tanks and bombers.

This history-making war job has multiplied the railways' tasks and responsibilities, and more than ever before, the railway industry provides a fertile field for helpful, informative business paper advertising. Key railway men are constantly seeking information on both methods and products that will aid them in their important job of operating and maintaining the railroads at peak wartime efficiency. In this connection, they look for authoritative information on trends and developments in the widely recognized business papers — the Simmons-Boardman railway publications.

An impressive number of the nation's leading companies are building and maintaining close customer relationships with railroad buyers through their advertisements in one or more of the Simmons-Boardman railway papers. These publications enable them to select the men who specify and influence the purchase of their products; the executive, managerial and purchasing officers, and also the officers and supervisors within the particular branches of railway service they want to reach. Each of these publications renders a distinctive service and each one has a specialized circulation of railway men with buying power and influence.

Write, without obligation, to our nearest office for a copy of the new Railway Market portfolio which has just come off the press. This portfolio analyzes the wartime railway market situation and gives more complete information on the Simmons-Boardman railway papers.

Simmons-Boardman Publishing Corp.

30 Church Street, New York, N. Y.

105 West Adams Street, Chicago
Washington, D. C.

Los Angeles

Terminal Tower, Cleveland
San Francisco
Seattle



Railway Age

Railway Engineering and Maintenance

Railway Mechanical Engineer

Railway Signaling



science and research so that they may be distributed economically to the benefit of all people.

6. Study foreign markets and prepare for a new type of business relations with all nations.

These are problems that must be met with courage and understanding, and I believe that the underlying issue in each one is the human equation. Then let us take a quick look at our shortcomings so that we can change the errors of our ways and begin to receive favorable acceptance for the marvelous accomplishments of American business, instead of everlasting damnation.

We have talked of the wonders and accomplishments of our great research laboratories, and the achievements of science and engineering which will give us glass stoves of greatly superior performance ability; plastic kitchens; blankets of spun glass; plastic window screens triple the life of bronze, made in many pastel shades; and wood products of new form and utility. All this challenges the imagination! Nevertheless, it is entirely possible that all of this could slip out of our grasp. Why? Because of the inadequacies of leadership.

We are challenged by the question of "Why plan?" Can we build up a soundly conceived conviction that planning for peace is first possible; second, desirable; and third, *imperative*? Have we reduced this whole matter of planning for the future down to the significant elements that affect the lives of each and every one of our citizens?

Balance Budget—Or Else!

For example, a 60 to 80 billion dollar national income, our average for the prosperity years, seems to be capable of supporting a certain amount of national debt. Can we service or pay off a national debt of 200, 250 to 300 billion dollars on a 60 to 80 billion dollar national income?

The answer is NO!

It is therefore reasonable to believe that a national debt in excess of 200 billion dollars will require an annual national income of somewhere above 100 billion dollars, possibly 110 to 120 billion dollars. Just what do we propose to do to create a national income of 110 billion dollars, in view of our experience of what it takes to produce a national income of 60 to 80 billion dollars? Surely, some sort of planning is necessary to solve the problem of how to produce such a stupendous national income in peacetime economy.

Also, some very definite plans must be developed that will make it pos-

sible to maintain an economy which will eliminate the necessity of our facing the usual post-war economic tragedies. For instance, if the lessons of history are worth anything, we find that in other countries, the severe jolt of a post-war period always has developed somewhat in the following fashion:

1. Repudiation of debt through default, revolution, or reorganization.
2. Sharp reduction of interest on government debt.
3. A sizeable increase in commodity prices.

There are many other problems. For instance, women who now are being promoted to executive jobs will be reluctant to step down or out when our soldiers return from foreign fronts. During the last two decades, women have demonstrated their ability to be equal co-workers with men in our business society. Many men don't like the idea but the fact remains that women are in industry today, not so much because of the war, but because they have value and great ability. They will demand and secure pay based on their skill and not according to tradition. I believe we are witnessing the end of a "man's world."

Problem: Convert to Peace

Another matter of great importance is how we shall utilize the vast production facilities which are being developed today. Aluminum production undoubtedly will be seven to ten times greater than it was before the war, and plastic production will increase in like amount. The same degree of expansion holds for practically all fields of industry. Will we let 50% to 75% of these facilities go unused? How then will we find a way to continue to keep production at peak levels at the end of hostilities?

Another point: How are we going to maintain an employment level of approximately 60 million people at the conclusion of this war?

These are just a few of the many real problems which must be met courageously if we are to win the peace as well as the war.

Recently, Milo Perkins, executive director of the Board of Economic Warfare said, "We lost our battle to avoid this war, because the world was unable to distribute what it had learned to produce."

If that were true as the result of our productive capacity and distributive ability during the past five to ten years, what will be the result when we have increased our productive capacity from five to ten times or more on a countless number of our econom-

ic fronts?

Charles E. Wilson, while president of General Electric Co., recently said: "To spend money, time and some of our talents in preparing for what is ahead is not an unpatriotic shirking of the immediate job, but a logical and tremendously important decision."

The problems of distribution within our business system are relevantly the problems of sales management. We seem to know how to build and to develop new refrigerators, stoves, electric washing machines, dishwashers, streamlined automobiles and a countless variety of material things, but the bottleneck in the solution of our economic, social and political ailments is the lack of understanding of human beings. Above all, we must accept the fact that the problems of future planning are essentially the problems of human beings.

Needed: Studies in Humanity

How then can we justify the fact that (I learn this from a report by Mr. R. D. Fosdick of the Rockefeller Foundation) we spend a total of 99.9% of the research money spent in the United States and Great Britain for research in material things and only one tenth of 1% or less in the study of the humanities—man's thoughts, habits, desires, ambitions? Nothing for the understanding of the very things that mean most to every one of us! Nothing for the creation of that vital spiritual quality that makes for faith, confidence and understanding between worker and management; nothing for the development of the third component!

The banker-attorney-retired-businessman directorates of some corporations seem more interested in retaining their equity and the highest possible rate of return on their investments, than they are in considering objectively the broad human problems of that industry or their business enterprise. Business leadership has failed in many instances in its relations with people. Result? The worker from his point of view, is able to find a defender, or worse yet, a crusader for his interest, only in the labor organizer, and in punitive legislation.

Do the workers credit business with foresighted leadership, with understanding of human needs and human decency, and with the will to introduce better working conditions and more pay?

They do not!

In their minds, certain groups in business did everything possible to resist normal advancement. Many people are of the opinion, unfortunately, that it took a Harry Bridges and a

What U. S. Radio Commentators think of America's Magazines

ALWAYS on the lookout for significant news and background information to pass on to their daily listeners, radio commentators are great "magazine readers."

Probably no other group of opinion-molders has a better firsthand knowledge of just how important and interesting each and every U. S. magazine is—so how commentators rank America's magazines is well worth knowing.

Here is how they voted:

In July, 1942, Carsen Associates wrote to the 970 U. S. radio commentators (as listed in the 1942 Radio Annual), asking just one question:

"What do you consider the most important magazine published in America today?"

384 replied, and **TIME** came in lengths ahead of all magazines carrying advertising... with almost twice as many votes as the nearest contender and more votes than the next six magazines combined.

*Then in November, 1942, the commentators in this same group were queried again—were asked what was their own personal favorite among all the magazines they read. **TIME** won hands down as the magazine they prefer to all others—got more votes than all the next seven magazines that carry advertising.*



TIME

THE WEEKLY NEWSMAGAZINE

These Key Groups all vote **TIME**
"America's most important magazine"

EVIDENCE PREVIOUSLY SUBMITTED:

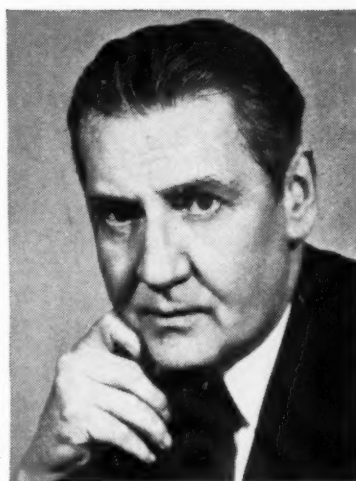
Corporation officers and directors (**TIME**, 3 to 1)
Newspaper editors (**TIME**, almost 3 to 1)

EVIDENCE HEREWITH:

Radio commentators (**TIME**, almost 2 to 1)

COMING SOON!

Men and women in	Members of the
Who's Who	American Medical
College presidents	Association
Members of Congress	School principals
Newspaper columnists	Mayors
Contributors to the Encyclopedia Britannica	



EDWIN C. HILL: I consider **TIME** not only fascinating from cover to cover, but absolutely indispensable to anyone who must keep pace with current affairs and with all the invisible currents which swirl beneath the surface of the news.



RAYMOND GRAM SWING: When my son in the Navy told me he had little opportunity to read but that he wished above all as a gift some one magazine which would keep him abreast of the war, I sent him **TIME**. I was not surprised when he reported gratefully that he found it as invaluable as I do.



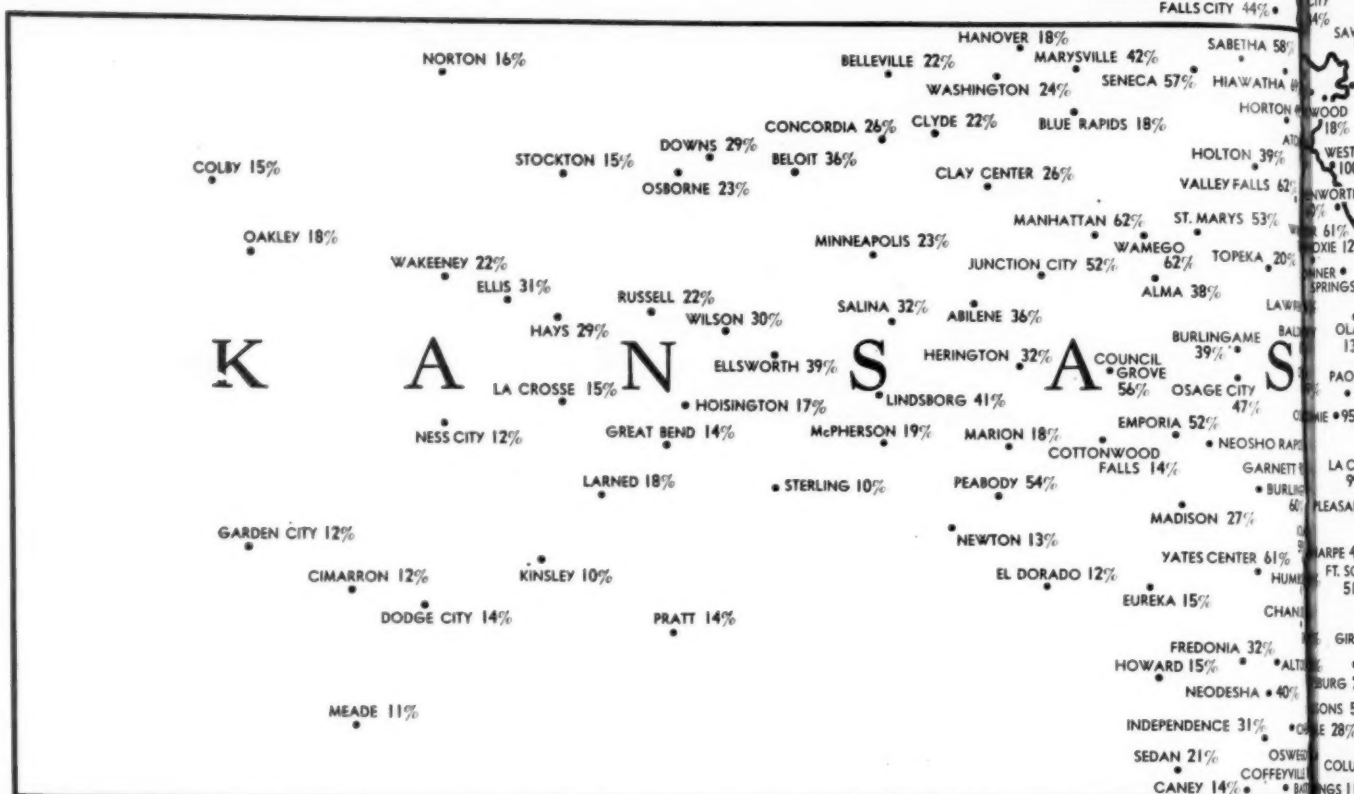
ACME PHOTO

CECIL BROWN: I have certainly found in out-of-the-way places how precious **TIME** is. In fact, **TIME** is the chief means by which intelligent people satisfy their hunger for news in every country of the world where **TIME** can go.



H. V. KALTENBORN: **TIME** tells me what I want to know when I want to know it. As a daily performer I often beat **TIME**; but on lots of first-class stories **TIME** beats me and informs me.

10% OR BETTER Coverage



The Sunday Kansas City Star reaches at least one out of every ten occupied dwelling units in each of the communities shown on this map. In most of the communities the coverage is more than 10%—ranging up to saturation.

After each name on the map is a figure indicating The Sunday Star's percentage of coverage at that point.

The tabulated figures show (1) number of occupied dwelling units, (2) number of Sunday Star subscribers and (3) percentage of coverage. Only incorporated cities of 1,000 population or more are considered, because the government census does not include a count of occupied dwellings in towns of less than 1,000 population. It goes without saying that in most cases, within the area pictured, The Star's circulation would show just as strong a coverage in towns of less than 1,000 population as in towns of more than 1,000 population.

THE KANSAS CITY STAR

Evening 317,735

Morning 314,330

Sunday 327,383

MISSOURI

Town	Occupied Dwelling Units	Sunday Star Subscribers	Percentage Coverage
Greater Kansas City	180,904	194,207	107%
*Albany	642	168	26%
*Appleton City	390	351	90%
*Bethany	838	348	42%
*Bevier	364	67	18%
*Boonville	1,657	931	56%
*Branson	310	42	14%
*Brookfield	1,962	1,303	66%
*Brunswick	535	434	81%
*Butler	928	923	99%
*California	782	216	28%
*Cameron	1,204	806	67%
*Carrollton	1,225	1,146	94%
*Carthage	3,224	536	17%
*Chillicothe	2,239	1,564	70%
*Clinton	1,906	1,488	78%
*Columbia	5,711	1,586	28%
*Concordia	336	453	135%
*Eldon	793	171	22%
*El Dorado Spgs.	804	372	46%
*Excelsior Spgs.	1,492	1,613	108%
*Fayette	871	302	35%
*Gallatin	570	402	71%
*Glasgow	438	313	71%
*Grant City	380	61	16%
*Hamilton	554	360	65%
*Harrisonville	746	779	104%
*Higginsville	1,070	1,033	97%
*Holden	573	558	97%
*Huntsville	545	75	14%
*Independence	4,804	5,423	113%
Included in Greater Kansas City area shown on map			
*Jefferson City	5,733	1,703	30%
*Joplin	11,395	1,335	12%
*Kansas City	122,103	138,994	114%
Included in Greater Kansas City area shown on map			
*King City	349	89	26%
*Lamar	966	258	27%
*La Plata	460	57	12%
*Lathrop	342	320	94%
*Lee's Summit	672	1,211	180%

IN EACH OF THESE 183 TOWNS



As the A. B. C. audit figures on which these percentages are based include in many communities not only city circulation but also circulation outside the city limits, there is in some cases an indicated coverage in excess of 100%. In the table below, an asterisk indicates those places in which out-of-town circulation has been included by the Audit Bureau of Circulations.

	Occupied Dwelling Units	Sunday Star Subscribers	Percentage of Coverage
Abilene	1,604	1,385	81%
Alma	1,141	1,513	133%
Atchison	1,337	323	24%
Baldwin City	927	693	75%
Barnett	2,597	2,103	81%
Bellvue	1,816	844	46%
Bethany	321	127	40%
Beverly	638	299	47%
Brookfield	4,151	541	13%
Burlington	501	169	34%
Butler	4,574	567	12%
Cambridge	2,603	1,648	63%
Carrollton	353	176	50%
Carthage	361	468	130%
Chandler	804	1,102	137%
Chillicothe	621	602	97%
Clinton	376	286	76%
Columbia	321	195	61%
Concordia	597	405	68%
Coffeyville	658	776	118%
Concordia	502	178	35%
Copeland	665	402	72%
Cottonwood	1,326	1,333	101%
Creston	458	212	46%
Cross	21,716	3,602	17%
Crown	616	413	67%
Cuba	685	167	24%
Cumma	6,277	2,544	41%
Dodge City	855	876	92%
Dodge	593	199	34%
Dorado	406	376	93%
Douglas	470	550	117%
Drexel	632	288	46%
Dyersburg	392	96	24%
Emporia	2,279	1,418	62%
Excelsior	669	198	30%
Excelsior	543	216	40%
Excelsior	1,730	1,409	81%
Excelsior	376	376	100%
Excelsior	793	518	65%

KANSAS

Town	Occupied Dwelling Units	Sunday Star Subscribers	Percentage of Coverage
Abilene	1,733	624	36%
Alma	242	93	38%
Altoona	230	34	15%
Atchison	3,703	2,175	59%
Baldwin City	379	379	100%
Baxter Springs	1,506	162	11%
Belleville	796	172	22%
Beloit	1,077	383	36%
Blue Rapids	462	81	18%
Bonner Springs	504	687	136%
Burlington	345	133	39%
Burlington	740	444	60%
Caney	843	122	14%
Chanute	3,123	981	31%
Cherryvale	998	277	28%
Cimarron	277	32	12%
Clay Center	1,413	373	26%
Clyde	347	75	22%
Coffeyville	5,125	902	18%
Colby	695	107	15%
Columbia	1,058	229	22%
Concordia	1,843	470	26%
Cottonwood Fls.	347	50	14%
Council Grove	894	504	56%
Dodge City	2,435	334	14%
Downs	412	118	29%
El Dorado	2,918	358	12%
Ellis	551	171	31%
Ellsworth	640	252	39%
Elwood	293	53	18%
Emporia	3,977	2,076	52%
Erie	432	125	29%
Eureka	1,160	170	15%
Fort Scott	3,310	1,703	51%
Fredonia	1,110	351	32%
Garden City	1,797	212	12%
Garnett	862	776	90%

Town	Occupied Dwelling Units	Sunday Star Subscribers	Percentage of Coverage
Girard	849	192	23%
Great Bend	2,553	368	14%
Hanover	285	52	18%
Hays	1,619	467	29%
Herington	1,113	359	32%
Hiawatha	1,081	749	69%
Holtsing	1,032	171	17%
Holton	959	373	39%
Horton	859	419	49%
Howard	388	57	15%
Humboldt	717	505	70%
Independence	3,507	1,087	31%
Iola	2,341	1,390	59%
Junction City	2,542	1,324	52%
Kansas City, Kas.	34,068	34,049	100%
Kinsley	668	70	10%
La Crosse	399	58	15%
LaCygne	324	322	99%
LaHarpe	207	96	46%
Larned	1,098	202	18%
Lawrence	4,689	3,574	76%
Leavenworth	5,737	3,468	60%
Lindsborg	610	252	41%
Madison	385	104	27%
Manhattan	3,544	2,190	62%
Marion	642	114	18%
Marysville	1,136	477	42%
McPherson	2,142	411	19%
Meade	410	47	11%
Minneapolis	634	145	23%
Neodesha	1,108	448	40%
Neosho Rapids	80	41	51%
Ness City	345	41	12%
Newton	3,121	419	13%
Norton	827	131	16%
Oakley	327	59	18%
Olathe	1,181	1,581	134%
Osage City	679	321	47%
Osawatomie	1,278	1,210	95%

Town	Occupied Dwelling Units	Sunday Star Subscribers	Percentage of Coverage
Osborne	575	133	23%
Oswego	614	195	32%
Ottawa	2,956	1,458	49%
Paola	1,153	1,140	99%
Parsons	4,134	2,087	50%
Peabody	124	67	54%
Pittsburg	5,638	1,521	27%
Pleasanton	406	396	98%
Pratt	1,896	274	14%
Russell	1,423	310	22%
Sabetha	717	418	58%
St. Marys	321	169	53%
Salina	6,053	1,935	32%
Sedan	603	124	21%
Seneca	548	315	57%
Sterling	697	72	10%
Stockton	439	66	15%
Tonganoxie	338	429	127%
Topeka	20,462	4,139	20%
Troy	335	114	34%
Valley Falls	378	234	62%
Wakeeney	521	114	22%
Wamego	547	337	62%
Washington	522	127	24%
Wilson	324	98	30%
Winchester	148	90	61%
Yates Center	702	431	61%

NEBRASKA

Town	Occupied Dwelling Units	Sunday Star Subscribers	Percentage of Coverage
Falls City	1,735	769	44%
Humboldt	435	117	27%

Circulation in towns marked with asterisk () includes not only city circulation, but also circulation outside the city limits.

militant labor union to attain these goals for them.

Obviously, we cannot blame the people for their indictment of certain of our business leaders. Business as a whole hangs its head because of the tragic blunders of a few men in top management positions.

One result of this shortsightedness lies in the fact that this year will be the most profitable in the history of labor unions. Dues collections are running today in excess of 144 million dollars. This is over 24 million dollars a year better than in 1941. Both the CIO and the AFL are storing up a vast sum which they, undoubtedly, propose to use in the most effective fashion. They will not only consolidate their gains, but will strike out for new and greater advantages as the next decade progresses, when business finds itself vulnerable at the transitory period between wartime and peacetime economy.

Powerful forces are striving to regi-

ment our lives in the postwar period, to end our American concept of individual freedom. Ideologies are being projected that would end our free enterprise and with it, our system of distribution, with its marketing, merchandising, selling and advertising. These would substitute a socialistic order. Unless we act now, the collectively-managed society with government-controlled distribution is just around the corner.

To meet this threat and this challenge business must have a plan. Business stands indicted because thus far it has not been able to offer a plan to solve these five problems: unemployment, national debt, idle capital, agricultural depression, and distribution of technological developments. Everyone knows that business leadership did not have a plan in 1929, nor in 1933, nor in any year since.

What Makes Workers Happy?

One of the fundamental elements of future planning, if we are to retain our free enterprise society, is that of reaching a cleancut understanding of what it takes to make a worker happy on his job. We must discover whether the wage earner accepts his job as one that gives him complete satisfaction, and contentment and security.

I am honestly enthusiastic for the future because I believe business leaders are beginning to see the light and many have adjusted their thinking. Those of us who have faith in our business society and in the values to be gained from sound and considered planning for the solution of our social and economic problems, realize that the big job ahead for business is to win the good will and confidence of the people. Business executives must fully demonstrate that they have the vision, understanding and ability to lead the people.

We are in for the greatest battle in our history if we are to retain our American free enterprise society. This battle is not going to be fought on the deserts of Libya or in the Coral Sea or in Alaska or Europe. It is to be

fought in the hearts and minds of businessmen and the people today.

The fight is a social and ideological battle. To win, we must have a plan. We must have the confidence of the masses. We must have acceptable leaders. Our business economy can give us the leadership and acceptable answers to solve these wartime and post-war problems. I believe the greatest opportunity in America today lies in the field of business management. Many corporation executives are timid, cautious, and fearful of change. But I believe they will adjust themselves. Those men who adopt this new point of view have the opportunity to be recognized as leaders of our time. I believe, also, that in the future, public relations will be recognized to be as important in management structure with finance, production, marketing, and research. It will require equal skill and specialized knowledge. It will be the listening post of business, charged with the responsibility of interpreting the public—customers and wage earners—to management, as well as interpreting the policies and acts of management to the people.

Start Now!

We can get to work today! Make a convert of your typist, your shipping clerk, your factory worker. Demonstrate how important they are to you and how vital you are to them. Meet with them and take them into your confidence. Find out what they are thinking. Ask for their opinions and suggestions. Show them your many accomplishments. This is a real job that you can do.

Every executive can ask himself these questions:

"Do the workers in my business fully comprehend the full significance of future planning to their lives?" "Do they see the accomplishments of our business and of all American industry as being vital to their happiness, contentment and security?" "Do they have deep appreciation of what you are doing for them?" "Do they understand?" "Have you explained it to them?" "Do you enjoy their confidence?" "Have they faith in you?" "Will they gladly follow your leadership?"

This is a job that can be licked by every man in every town in America if he will make every effort to put himself to the task. It is up to each one of us to develop the third component: that spirit of unwavering confidence, faith and mutual understanding between management and wage earner.

SALES MANAGEMENT

**Did you miss
WILLKIE?
MURPHY?
BENNY?**

In Person
**on the NEW
MARCH OF TIME**

Sponsored by the Editors of
TIME
The Weekly Newsmagazine

**LISTEN TO A NEW GROUP OF
NEWS-MAKERS NEXT THURSDAY
NBC
NETWORK 10:30 P.M.
EWT**

**WHAT MAGAZINE REACHES THE BIGGEST
PART OF FARM SPENDING?**

Farm Journal

OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE... 2,600,000



"LOOK! HE'S RIGHT OUT OF THE AGENCY BUSINESS"

Evidence of affection for our kind of results is found on our books. And the books of our sponsors. Over 80% of our current accounts picked **wBBm** from previous **wBBm** experience. And the average sponsor stays with us four years when he buys a program we build. We'd like to show you how you can advertise more effectively in Chicago. *Call us.*

wBBM
CHICAGO
50,000 WATTS



THE LEADING CHICAGO STATION FOR 17 STRAIGHT YEARS

wBBm is the midwestern key station for the Columbia Broadcasting System and is represented nationally by RADIO SALES: New York, Chicago, St. Louis, Charlotte, Los Angeles, San Francisco

Food Men Urge a Unified Control To Gear Operations to War Tempo

Key industry and government officials discuss problems confronting food trades at 34th annual meeting of Grocery Manufacturers of America, Inc. Diffusion of authority now threatens industry's war effort, and Government is warned to heed danger signals.

KEYED to the theme of "Winning the War with Food," The Grocery Manufacturers of America, Inc., devoted its 34th annual meeting, November 18, 19 and 20, almost entirely to the impact of war regulation on the food industry. Lack of coordination, it was revealed, threatens to impair the industry's war effort, and a centralized food plan is held to be urgent.

The complex system of food production and distribution, shortage of manpower, and the unprecedented demands for food output during wartime were thoroughly analyzed and discussed by outstanding government and industry figures.

One of the most severe problems confronting the nation's food and grocery manufacturers is the shortage of skilled manpower. Discussing the shortage at a closed executive session at the opening of the meeting, key industry men described the methods they have adopted in an attempt to ease the difficulty.

Faced with the curtailment in the size of its sales staff, a large food packing company has experimented with the use of women on its sales and merchandising staff, according to one spokesman. He declared that the transportation situation has a direct bearing on the success of women in this field, and that where automobiles can be provided for them, they do outstanding work.

Another large packer representative revealed that his company had called in a large number of its salesmen for

emergency work in moving the crop into its plant. At first the idea was adopted merely as a necessary expedient, but it developed into an extremely beneficial experience, for the salesmen involved. Not only was the physical well-being of the salesmen improved by the hard work, but they gained an intimate knowledge of the operation of the plant which could not have been achieved in any way.

A Food Director Is Needed

In his keynote address Paul S. Willis, president of the association, stressed the necessity for the appointment of a food director. Said Mr. Willis: "It is a matter of the greatest urgency to every soldier and civilian of the United Nations. For, unless we have a food director, someone to coordinate all of the necessary steps which make up the total food picture, we will surely face a food scandal far greater than the rubber situation. We are now encouraged to believe that a food director will soon be named. For more and more every day, Washington is recognizing the essentiality of this industry to the war program and validity and good faith of our protests against those restrictive measures which have little value except to bottleneck our productivity."

At a round table discussion of the "Impact of War on Grocery Distribution," the consensus was that the sharp increase in complicated government regulation is the most severe problem facing the retail food distributor.

Patsy D'Agostino, president of the New York State Food Merchants Association, and director of the National Association of Retail Grocers, charged that official rulings, frequently incomprehensible to the small merchant and always difficult of execution, today threaten "the extinction of the independent neighborhood grocer."

Citing the General Maximum Price Regulation as an example, Mr. D'Agostino declared that retailers, as a group, had greeted the price control law enthusiastically when it was first announced. The fact that certain wholesalers have violated the spirit of the law however, he contended, has

left the average retailer with the unfortunate choice of either becoming a violator himself or closing up shop.

J. A. Logan, president of the National Association of Food Chains, presented the chainstore viewpoint on the current food situation; while W. H. Albers, president of the Super-Market Institute, and B. H. Banghart, of the Baltimore Wholesale Grocery Co., presented the viewpoint of super-markets and wholesale organizations.

Mr. Logan emphasized the importance of recognition being given by high government quarters to the essential character of food production, processing and distribution. "A coordinated policy must be formulated quickly under a centralized administration with sufficient authority to deal effectively with food supply," said Mr. Logan.

Mr. Banghart stressed the importance of considering the matter of population in distribution. Manufacturers, he said, must apportion fairly that which they have to sell and according to population increases caused by mushroom war production centers.

Mr. Albers pointed out that the big problem of the super-market industry was to maintain volume. "The retailer and the super-market problems are the same," said he. "Ideas and contacts are needed now more than ever." Mr. Albers urged manufacturers to take the initiative as an industry to keep brands before the public and recommended that a fund be set aside to tell the public the facts about food items. "Scarce foods," he said, "should be confined to selective distribution. Turnover is more important now than ever, and controlled distribution will put food items where they will turn over the fastest."

Warns Ban on Cross-hauling

Speaking on the "Current Transportation Situation," Joseph B. Eastman, director of the Office of Defense Transportation, told the grocery manufacturers that "we now have less transportation facilities by quite a little than we had before the emergency."

Mr. Eastman warned shippers that methods of distribution of commodities had to be changed to eliminate excessive "cross-hauling." He definitely pointed out that if the industry fails to take voluntary action "it may be necessary for the Government to step into the picture."

In defining cross-hauling, Mr. Eastman indicated that manufacturers of certain types of goods may have to limit their market areas for the duration, and that sellers must look to their own neighborhoods for sources of supplies. Illustrating his point, he ex-

"AO"

Comes

FIRST!

See Page 61

What are you going to give your salesmen this Christmas?

Today salesmen need encouragement and help as never before. Working under war conditions, their job is doubly difficult. Gas rationing, no new tires, priorities, delays in delivery, a sense of frustration because they may not directly be working in the war effort, all these things are hard on the morale of salesmen and servicemen. That is why we suggest that this is the year to give them as a Christmas remembrance a Dartnell. . . .

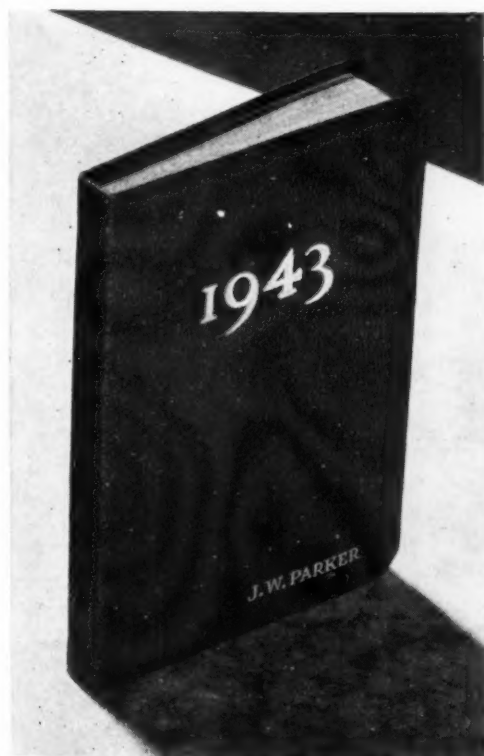


1943 SALESMAN'S *Vest Pocket* DATA BOOK

Published by The Dartnell Corporation, Chicago

Nothing you can give them this year will be more appreciated than one of these Dartnell Salesman's Data Books. The 1943 war time edition is packed with features to help salesmen and servicemen working under war conditions. One section will help them with their income tax. A daily quotation will stimulate them and point out how they fit in the war effort. See the list of features below.

These Salesman's Data Books come in a choice of three bindings—Leatherette, Black Sheepskin or deluxe Red Morocco. Size only 3 by 4½ inches they fit in the vest pocket. Published continuously by Dartnell for over fifteen years, more than two thousand concerns regularly give their salesmen and servicemen one of these books each year at Christmas time or New Year. Each book comes in a gift box.



Handy Vest Pocket size, 3 by 4½ inches. Bound for hard wear.
Printed on fine quality diary paper. Totals 150 pages
Only book with itemized expense record for every day of the year
Morale building quotation on every page. Diary space too.
Income Tax Deductions Record.
List of Hotels in cities

Exclusive monthly comparative record for calls or sales
Credit tips, Legal Data and Tabloid Postal Information
Each Data Book comes in its own modern design gift box
Company name, trade mark or chevrons can be imprinted
Individual names can be imprinted in gold.

"A Victory Program for Salesmen"

by J. C. Aspley

Keynoting the 1943 Salesman's Data Book, this inspired message explains the great part salesmen have to play in helping to win this war. It points out that our distribution system must not break down, that salesmen must still sell goods when they are available or help customers when goods cannot be had. A splendid message for 1943.

RUSH THIS COUPON FOR SAMPLE AND QUANTITY PRICES

The Dartnell Corporation,
4660 Ravenswood Avenue, Chicago, Ill.

Send us a 1943 Salesman's Data Book in () Sheepskin \$1.50 () Red Morocco \$2.00 () Leatherette \$1.00. We may examine it and will okay your invoice if accepted. Otherwise it can be returned for full credit. Illinois 2% sales tax added where applicable.

QUOTE US QUANTITY PRICE FOR.....DATA BOOKS

Individual Title

Company

Address

plained: "There is a concern in Boston and one in Chicago. They make the same things. The Boston concern sells in Chicago and the Chicago concern sells in Boston. That is cross-hauling. Here is a consumer in Worcester, which is near Boston. He can buy the same thing in Chicago or he can buy it in Boston. He buys it in Chicago. That you might call *excessive hauling*."

"As far as 1943 traffic is concerned," Mr. Eastman added, "we have had the best estimates made we could get and they seem to agree that traffic will increase 10%. Whether it will increase that or more, nobody can be absolutely sure. . . We do know this: there is going to be an increase in traffic movements as the Army increases, and already troop movements are a great burden on the railroads and you have to be ready for them at any time. . ."

"We know that railroads have practically no reserves now, of either locomotive power or cars, and we know that in a comparatively short time they will have serious manpower troubles, and we know that they will be given comparatively little new equipment to help them carry on. In these circumstances, we are calling upon the shippers to make some sacrifices."

Price Confusion to End Soon

Ross E. Jones, chief of the traffic section, food division, War Production Board, amplified Mr. Eastman's warning on the need for voluntary action.

Mr. Jones pointed out how the importance of transportation facilities in the efficient conduct of the war has established a transportation section designed to clear all problems of transportation of food. "The section," he explained, "has direct contact with all food divisions as well as with an overall transportation committee and ODT. Its purpose is to assist the various decisions in working out problems arising from orders issued by ODT, and it is authorized to make recommendations to ODT concerning orders issued or contemplated."

A. C. Hoffman, director of the food price division of OPA, told the grocery manufacturers that the confusion in prices of staple and free foods will be ended within a few weeks through a new system of specific dollar-and-cents ceiling at the processor level.

Most of the price schedules, he said, will name flat prices for grades and for regions. He admitted that the practice of putting price ceilings at retail levels had not been satisfactory because retailers had been unable to follow the regulations and had had to break through ceiling prices. He went on to explain that wherever possible,

margins for various types of distributors will be fixed with super-markets, chains and independents getting different margins reflecting the average differences in their costs of doing business. The dollar-and-cents ceiling price schedules will be in effect on December 1, he said, and will apply to the fruit and vegetable canning industries, eggs, butter, cheese, evaporated milk, potatoes, poultry, onions, dried beans, flour and citrus.

Geoffrey Baker, associate price executive and head of the grocery products branch of OPA, gave a review of the most recent regulations that have been issued by the Food Price Division.

"You are, no doubt, all familiar with the Maximum Regulation No. 237 and Maximum Price Regulation No. 238, which provide for percentage markups over net cost at distributor levels," he said. "Most of the items included in these regulations are on the so-called alternative pricing plan basis, which allows the distributor to use his percent markup or his March ceiling, whichever is higher. In the case of dried fruit and lard, however, the percent margins are fixed and the March ceiling may not be used. This latter formula is the pattern for future percent margin action, so that gradually March, 1942, will tend to disappear as a ceiling month for distributors."

"At present, we have in effect several regulations at the processor level, such as canned fruit, jams and jellies and preserves, and certain seasonal commodities, which provide for a so-called permitted increase for the distributor. Supplementing these regulations, there are permitted increase regulations at wholesale and retail, Maximum Price Regulations No. 255 and 256, which show the distributor how to add the dollar-and-cent permitted increase to the ceiling price for the basic month selected. This method requires distributors to go to considerable trouble and, therefore, is less satisfactory from a compliance standpoint. We intend to do away with all of these permitted increases and to substitute fixed percent margins for distributors, within the next three months."

Regulations for Processors

Mr. Baker went on to explain that the eventual picture will be a series of regulations for processors, broken down into industries, groups of products, or single products, to the extent necessary to secure equitable results. Conversely, however, he said, wholesale and retail regulations will be, as far as possible, limited to two types:

one for non-seasonal commodities, and one for commodities where the retail ceilings must change frequently. In both cases, however, the percent margin markup technique will be employed, he said.

Containers Will Be Rationed

"The Container Crisis" was the subject of a talk by William W. Fitzhugh, deputy chief, container division, WPB. Mr. Fitzhugh explained that the container division's function was to provide packaging medium for such products as require packaging and which are permitted to be manufactured.

"Recently the Pulp and Paper Division," Mr. Fitzhugh revealed, "issued a freeze order on paper and paperboard. This order has frozen the production of these products to that amount produced in the basic period of April 1 to September 1, and, in effect, represents something of a cut-back in production. . . This order has been the cause of considerable apprehension in the minds of the producers of paper and paperboard and products."

"In 1941 the paper and paperboard industries were running on a basis of 18,500,000 tons total annual production, not including imports," Mr. Fitzhugh said. "As we enter 1943 there will be available only 12,000,000 to 13,000,000 tons, and if this condition comes about it is obvious that steps must be taken to stay within the limits of the tonnage available."

A Controlled Materials Plan recently has been set up and Mr. Fitzhugh explained that this plan in large measure supplants the present Production Requirement Plan. "The CMP," he said, "is a gigantic instrument designed to allocate materials where needed, when needed. It is expected and hoped that it will bring the manufacturers all materials which they need at the time that they need them. . . Of course, all this reacts upon your business, but it can't be helped."

Speaking on "Concentration of Production," Henry A. Dinegar, assistant chief, Industrial Programs Plan, Office of Civilian Supply, pointed out that "our ultimate objective is the same as the British, namely, the fullest mobilization of our resources for the war. . . Concentration in our country is undertaken only upon proof of gain to the war program. If there is a gain justifying the disturbances of business, business will be required to make the changes necessary to assist the war program. The sole purpose of the War Production Board is war production. It will call for all reasonable sacrifice for the sake of war production."



Escape

... to an arsenal in Winnetka

Where does America's courage come from?

Where is it that this essence of freedom is created and stored up in such quantity that our soldiers and our citizenry never want for it?

Look into a *home* in Winnetka on Chicago's famous North Shore, and you will get your answer.

There, as in millions of other suburban homes, is an arsenal of American courage. There dwell the family folk who have learned that the *home* is their strength as well as their refuge.

Every brick, every board, every part of that home is born of the courage of the family it shelters... and every brick and every board repays its debt for existence by perpetually inspiring the very quality that created it.

It is not strange then, that the families of home-loving suburban America welcome *escape* into the home as an opportunity to keep themselves worthy of the honor of being Americans. They value this *escape* as a help in mapping their strategy for the maintenance of

its standards and the planning of its future.

More than 2,470,000 suburban American families find that Better Homes & Gardens gives them this constructive *escape*. They find in its pages the help that they hunger for and need to make their homes brighter, happier, more livable. They find there the tools that courage can use to transform their realizable desires into actuality.

Today, more than ever before, the *escape* which Better Homes & Gardens provides, is acting as a powerful influence in freshening America's faith and tapping the supplies of courage which are ever waiting in the home. Meredith Publishing Company, Des Moines, Iowa.

**BETTER HOMES
& GARDENS**

Helping More Than 2,470,000 Suburban Home Families Plan Their Buying for Today and Tomorrow

On the Wartime Sales Front

World of Tomorrow

Lightning product developments are rapidly making today's changes yesterday's news. On the whole industrial front, wartime activities and necessities, plus the magic of research laboratories are resulting in an avalanche of new and permanent changes in old products as well as the creation of unheard of things. Dr. Charles Allen Thomas, director of the Monsanto Chemical Research Laboratories of the Monsanto Chemical Co., at a recent meeting of sales executives, envisioned automobiles and crash-proof planes made of light metals and plastics to run on 150 octane fuel. . . . "Lignin" stands for a new kind of plastic which Western Electric engineers have adapted to telephone manufacture as a part of the Bell system's program of alternate materials. Lignin is derived from the sulphite-water waste pollution of the nation's waterways. . . . A rubber spring for autos—merely a world of tomorrow conception before Pearl Harbor—has come out now of its showcase, to play an active wartime role on certain U. S. amphibian combat vehicles. The spring, which operates by rubber in torsion, was explained by J. D. Beebe of the B. F. Goodrich Co., at a meeting of the American Society of Mechanical Engineers. . . . Devoe & Reynolds have introduced a new interior flat paint made from non-critical materials, packed in non-critical containers, dehydrated for economy and efficiency in shipping. In concentrated paste (glass-packed) or completely dehydrated, "Dehydray" mixes readily with water, enables the housewife to paint quickly and inexpensively, and saves space for railroads, metal for the Government and money for the consumer.

Kimberly-Clark Corp., Neenah, Wis., introduces a new window insulation, "Kimsul," designed as a practical and inexpensive substitute for storm sashes. When properly installed, Kimsul window insulation provides excellent blackout protection for the home, and minimizes danger from shattered glass during raids.

The Negro Market

An all-Negro expert panel discussed the large and relatively untapped Negro market at a recent meeting of the New York Chapter of the American Marketing Association. Experts included former advertising managers of the two outstanding New York Negro papers, *The People's Voice* and the *Amsterdam Star-News* as well as representatives of the *Interstate United Newspapers*, and a special representative of the Pepsi-Cola Co. Pertinent facts brought out by the experts revealed that: there is a potential adult market of from five to seven million Negroes in the country. Percentagewise, Negro income has increased more rapidly than any other group, racial or geographic, as a result of the increased war employment. Over 92% of Negroes are literate; over 65% are regular radio listeners. The large majority of the Negro shoppers are brand-conscious, and prefer quality goods. These are two main points that many advertisers overlook, regarding the market as a "cheap goods" outlet. In Harlem, the Negro section of New York City, best-selling products include Beechnut baby foods, Beechnut coffee, Maxwell House coffee and Pabst beer. Since the Negroes are a very race-conscious people, advertisements illustrating Negro people are very popular and have big drawing appeal *but*—and this is a big *but*—not if the Negroes are shown in any derogatory or chauvinistic fashion. A cereal display piece showing a set of Negro twins as illustrations has proved to be very popular both with the merchants and the customers.

Result stories, told by the speakers, demonstrated what carefully executed sales promotion and advertising campaigns can accomplish in Negro markets.

Philip-Morris in an eight-weeks' advertising campaign in the *Amsterdam Star-News* boosted its cigarette sales in that market, by 30%; Rex dog food, as a result of a one-year campaign, topped the combined sales of all other dog food companies in Harlem.

A by-product of the African campaign and the new optimistic note in war news is the increased tempo in post-war planning activities of many companies. Memos from presidents to sales managers on "what are we going to sell after the war; to whom; at what price; with what competition?" are flying thick and fast.

Brief but Important:

Convention Held "In Print": In cooperation with the ODT and various other government agencies, the Plee-zing Organization of food manufacturers, wholesalers and independent food merchants held its 15 anniversary convention "in print" during October. The 160-page October issue of Plee-zing, Inc.'s monthly magazine was its 1942 convention issue, which carried the complete convention procedure from start to finish.

From a Selling to a Buying Organization: The Royal Typewriter Co. has redesigned its nationwide selling force to assist the Government in its program to procure privately-owned typewriters for the armed forces. The Royal activity will be headed by Maxwell V. Miller, vice-president of the company, now named executive director of Royal's part in the drive. Mr. Miller has appointed 76 branch managers as his special assistants. Edmund C. Faustman, president of the company, in making the announcement, stated: "We are putting into effect today a series of appointments, which are, I believe, the most unusual ever made by an American business firm. We are, so to speak, changing a sales organization—one which has taken years to build—into a buying organization almost overnight. . . . Since 1935, our industry has manufactured and distributed more than two million typewriters. . . . Now within the next few months, we must buy back for the government, one-quarter of those machines."

Anything can, and will, happen in the post-war manufacturing picture as a result of wartime production. There is already one major heavy industry company which has laid its plans for producing nickel candy bars when "V" Day comes.

The Christmas Spirit

Pepperell Mills is encouraging its 8,900 factory employees to keep in touch with former comrades now in the armed services. If the worker writes a letter to a fellow worker, and shows it to the foreman, he receives a slip stating that the company is sending, as part of its share in maintaining the correspondence, a carton of cigarettes to the soldier, sailor or marine. Company officials estimate that it will cost the company approximately \$5,000, a top-notch investment. . . . Men and women now in military service on leave from Pillsbury Flour Mills Co. will receive the company's traditional Christmas check and Christmas greeting—and along with it a reminder from Philip W. Pillsbury, president, "that we want you back in the company—in the Pillsbury Family—as soon as you can get this business over with."

...FASHION FLASH FOR '43.....OLD

The well-dressed woman will be clad in Coveralls—the uniform of the No. 1 market for 1943

Work costumes will excite widest style interest in 1943. The TIMES-sponsored war fashions show at the 31st National Safety Congress in October was more than an indication of a style trend—it was an indication of the condition of a great market.

The families of the men and women employed in industrial plants will have the greatest spendable surplus in 1943. They will constitute your No. 1 market. Better get coverall-conscious now, if you aren't already.

On the basis of a recent survey by Ross Federal Research, Inc., among employees of Chicago plants, The TIMES reaches more industrial workers' families than any other evening newspaper. More than 97% of its circulation is concentrated in Chicago's 40-mile trading area, completely covering the significant industrial workers' market.

If you have a product to promote in Chicago, by all means tell this No. 1 market about it through The TIMES, its favorite newspaper. You can advertise in The TIMES at one of the lowest rates per thousand circulation among evening papers throughout the nation.

To reach the prosperous families of Chicago's industrial workers, advertise in

THE TIMES
CHICAGO'S PICTURE NEWSPAPER
NATIONAL REPRESENTATIVES
SAWYER-FERGUSON-WALKER CO.
R. J. BIDWELL
SAN FRANCISCO
NEW YORK DETROIT CHICAGO
N. ANGIER
ATLANTA

*The Newspaper
Chicago Trusts*

Pictured in costumes they modeled at The TIMES war fashions show at the 31st National Safety Congress are two girl workers from Chicago war plants.

DECEMBER 1, 1942

[49]

Why U. S. Rubber Finds Paid Space More Effective Than Publicity Releases

The current series of advertisements based on patriotic themes, sponsored by U. S. Rubber, is a distinguished example of institutional copy which is performing a public service. Each message is multiplying its own force through reprints and comments inspired by its own merit.

Based on an interview with
FLETCHER D. RICHARDS
*President, Campbell-Ewald Co. of New York, Inc.,
New York City*

IN the offices of the United States Rubber Co., there is today a new department—not for rubber research nor connected with government contracts—but to answer fan mail!

All big companies receive mail from the public regarding their products, but U. S. Rubber Co. has, at present, very little to sell the public. Nevertheless, it now receives more letters than ever before—hundreds of letters daily—all praising a new series of advertisements.

As explained in the October 20 issue of *SALES MANAGEMENT*, U. S. Rubber, having little goods to sell, is now selling the war effort in a series of "editorialized" advertisements which express the ideals and sentiments of the corporation and, so the executives believe, those of the nation.

Public reaction is astounding. The most popular of the series, "The Empty Room," has to date drawn 10,000 fan letters; it has been reprinted in the news, editorial, and advertising columns of 104 newspapers; and it has been posted in war plant locker rooms, ship yards, and store windows in all parts of the United States and Canada.

It Pays to Advertise

U. S. Rubber's advertising agency scheduled it for publication last July in 36 newspapers and four magazines. Nearly three times as many publications have seen fit to give it space as were paid to publish it!

The most recent of the series, "I Want to Preach a Sermon," may prove even more popular. Since publication early in October, it has been read over several radio broadcasts and, says U. S. Rubber, the number of fan letters and press clippings, though not yet fully tabulated, is "much, much greater."

The series began with an ad published in the *Saturday Evening Post* last December, titled "The Statue of Liberty." Successive ads, all following a simple patriotic theme, have appeared at approximately two-month intervals and will continue to appear, say U. S. Rubber officials, as long as they maintain their effectiveness.



Fletcher D. Richards, whose "editorialized" advertising has brought U. S. Rubber great dividends in good will.

The series is scheduled, in addition to regular selling copy used to announce new tires made of reclaimed rubber, cotton overshoes for tires, and the like.

Some business men, seeing all this free publicity, have asked: "Since the material in this ad series is obviously so newsworthy, why not send it out as publicity releases and save the cost of space?"

SALES MANAGEMENT posed the question to Fletcher D. Richards, president of Campbell-Ewald Co. of New York, Inc., advertising agency for U. S. Rubber.

"Simply because we don't believe they would have been printed at all," he replied. "There are some jobs in publicity which you must do with ad-

vertising. Expressing the ideals and sentiments of a corporation is one of them. If the press feels your sentiments are worthy of comment, then you get a bigger audience than expected. If they do not receive editorial comment, then you have at least the circulation contracted for.

"To begin with," he continued, "we did not seek any of the comment which we received. It was all spontaneous. We knew the type and number of people we wanted to reach, so we bought the space accordingly. The ads were picked up because editors throughout the country were gratified to see that a large corporation is proud to express its ideals.

"The fact that we bought space and published these editorials over the signature of the United States Rubber Co. lent them authenticity, making editorial comment easy. Had we sent our message out as a release, we would have been encroaching on the job of the editorial writer and probably would have received the rebuff such action deserves: the waste paper basket.

"After Pearl Harbor advertisers got quite a jolt," he related. "Our own accounts were motorcar manufacturers, rubber manufacturers, air lines, and the like—all of them out of consumer business for the duration. I guess we were just pushed into 'editorialized' advertising.

Stop Advertising?—No!

"It isn't that our job has changed," Mr. Richards continued. "We're still a selling unit. It's the things we're called upon to sell that have changed radically, and the methods we must employ to sell them have changed just as radically too.

"Let's take for instance what I think is the toughest of all advertising problems—the hard-goods manufacturer who has been selling a branded product to the public and who no longer has any of that product to sell. He doesn't want to stop advertising. Common sense tells him that a company that has always lived in the limelight of selling and advertising cannot safely withdraw into the shadows of oblivion even though it has nothing to sell.

"This war isn't going to last forever, and when it is over, he doesn't want to start all over again, lose the investment he has made in his adver-

using; turn his sales force loose upon a public which has forgotten him and his product. He wants to start where he left off with acceptance and demand for his product still intact and the good will of his company still a powerful force backing up his revived sales efforts."

Well organized companies recognize this problem and are bringing a new idea in public-relations-advertising into play. "Finding the problem," he went on, "is easier than answering it. Merely advertising a product which isn't for sale or the trade name of a company which has nothing to sell obviously isn't the answer. The problem goes deeper than that. It is more complicated."

"In the first place, the nation's good will toward a company is subject today to different measurement than in the past. This nation today has only one thought—one ambition—and that is winning the war. And the part a company plays in winning the war is a new measure of the nation's respect for that enterprise."

Ads Must Aid War Effort

"So the problem facing advertising men isn't an easy or simple one. We have to maintain the memory and acceptance of product and trade names—but do so in a way that the public will not want them now and lose morale because they cannot be had. We have to maintain the good name and good will of a company—but do so in a manner that will add to the war effort and receive the approbation of the Government as well as the old customers whom we don't want to forget us."

"Advertising of this type becomes a public relations or inspirational job," Mr. Richards declared. "Inspiring this nation to do its utmost to win this war has become the field and the function of a company's advertising campaign and the duty of the advertising man."

"Our ad, 'The Empty Room,' is an example of this. Public reaction and approbation was so instantaneous and overwhelming that U. S. Rubber could not help feeling it accomplished its primary purpose of aiding the war effort; and it received as extra dividends, good press and good public relations."

A basic policy for all U. S. Rubber advertising was laid down by the executive committee of the company after Pearl Harbor, Mr. Richards said. It is: "All the company's advertising must do something to help the war effort."

"The company realizes that business has an obligation to perform in help-

ing to maintain the morale of the nation," Mr. Richards continued. "Of course it also realizes such an advertising policy adds to the good will accorded by the public. Of course it keeps the memory of the company and its products alive. Of course the company will be better off when it returns to selling its customers."

"But morale is made up of a lot of things, and one very important problem in maintaining morale is that of teaching people how to get along without things they always have had, and why they must do so. Interesting-

ly enough, although perhaps logically too, it is the companies whose products must be conserved that the public listens to most closely."

"So the problem of teaching the public how to conserve the goods they have—what they must do until they can get more—is pretty much a job the manufacturer must and should do. It is basically a publicity job but not a job for handouts and releases. It is a job which, if properly handled through the medium of advertising, will reveal its sponsors as having the true American stature and viewpoint."



*Crowded shelves yesterday
HALF-EMPTY SHELVES TODAY
Crowded shelves tomorrow*

When the battle for shelf space is renewed

Open spaces appear in the formerly crowded shelves of retail stores—open spaces where possibly your product previously stood. Wartime is here—with shortages.

Wars don't last forever. Shortages are seldom permanent. Will the post-war period find the demand for your brand name sufficient to command shelf space when it will again be at a premium?

Will new brands filter in? That will depend upon the effort you put forth to retain your hold on consumer purchasing power.

TOLEDO BLADE

One of America's Great Newspapers
REPRESENTED BY PAUL BLOCK AND ASSOCIATES



Farm income of the 31,000 farms in the Toledo Retail Trading Area is far higher than the average for the State of Ohio. Add war-worker income of Toledo's 75,000 factory workers—and you have—Ohio's DOUBLE-VALUE market.

Since Pearl Harbor, no industry has been asked to do the "impossible" more often than the railroads. And they're doing it. The very fact of their doing it has awakened them to the need for telling the public of the service they are rendering—and, at the same time, telling Mr. and Mrs. America how they can help to relieve the transportation strain.

BY
LESTER B. COLBY

Photo by
Railway Age



They'll keep 'em rollin'—or else!

Wave of Institutional Copy Tells Story of Railroads at War

WHEN this war is over someone will write the story of the part the railroads have played in it—and it will be a classic. Since midsummer I have been noticing a subtle change in railroad advertising. They have not been advertising for business. They haven't suggested vacation or resort travel—travel of any kind, in fact. Their copy has been educational and institutional in nature.

A few days ago I was riding with a friend along a country road. We stopped our car to let a freight train pass. My friend said:

"Two bits there are more than 100 cars in that train."

We counted them and there were 124. He remarked:

"I've been counting cars lately and almost all freight trains today seem to be about that long."

Back again in Chicago I went to the general offices of the Santa Fe System Lines. There I learned some surprising facts. The Santa Fe today is operating with 25% fewer locomotives than it had in 1918. But look at what it is doing with them! Statisticians for the system recently compiled some comparisons. Here they are:

Figures prove that, for the first six months of 1942 as compared with the

first six months of 1918, those lines this year upped freight ton miles 94%; passenger miles, 27%. Freight trains, by the same comparison, are traveling 89% more miles a day; freight trains are carrying 41% more cars; the average freight train load is up 128%; the average ton of freight travels 66% farther. Freight locomotives average 76% more miles a day; the speed of freight trains is up 55%. The length of the average journey, per passenger, is up 304%.

Comparative figures of this kind for all railroads are not available at the moment but, very likely, the business of most of the major systems will follow somewhat in this pattern.

I did learn that during the Spanish American war, back in 1898, the average freight train was made up of 20 cars; during the World War 1, it was 35.9 cars. I am told that today the railroads of America are hauling 50,000,000,000 ton-miles of freight a month. The highest figure ever achieved before was 37,000,000,000 and that was in 1929, the year that ended with the Big Wind.

Passenger traffic recently has been running 4,000,000,000 miles a month—as if every man, woman and child in the United States rode 35 miles. Hundreds of thousands who have carried thin purses for years, now have

their pockets bulging with "war money," and are eager to go somewhere. Hundreds of thousands of others, to save gasoline and rubber, now are turning to the railroads.

Probably 1,500 to 2,000 Pullman cars, the exact number being a war secret, have been diverted to military use. Trains are crowded. That's why the railroads are glad if a large number of you do not travel now. Freight, troop transports, and necessary business travel are putting enough strain on transportation.

When a fully equipped division of our armed forces must be moved it is necessary to assemble, say, 500 passenger cars and 3,000 freight cars at a single camp. The division will move out in from 50 to 70 trains—passenger, freight and mixed trains. A train may go out every few minutes for from 36 to 48 hours. When they go, they'll roll fast. Even the swift streamliners will have to surrender their right-of-way to them.

Last spring when the German U-boats began to strike in packs along the Atlantic shore they were after bigger game than mere ships. They concentrated, if you remember, on oil tankers. Their special purpose in this:

They wanted to break down the munitions plants of the Central Atlantic and New England country. If



*"Cut the cloth to
fit the pattern!"*

Our dear old maiden Aunt Mathilda used to give this advice whenever a question came up as to what to do about anything. And as a tribute to Aunt Mathilda for her acumen, we pass the thought on to all advertisers to whom the Pittsburgh Market is a pattern of sales and profits . . . which it should be.

Quite an unusual pattern, too . . . because unlike most others, better than 6 out of 10 families in this market are outside the A. B. C. City area . . . living and working in 144 suburbs surrounding Pittsburgh.

And while you're cutting your advertising cloth to fit this market pattern, remember that the Pittsburgh Post-Gazette offers 50% more coverage of these families than any other Pittsburgh daily. And at the same time, the Post-Gazette city circulation is the second largest in Pittsburgh. This really is effective, balanced coverage of your entire Pittsburgh market pattern.

PITTSBURGH POST-GAZETTE

Represented Nationally By Paul Block & Associates

New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Seattle

DECEMBER 1, 1942

[53]

they could make these pull their fires they would cripple the factories making war materials. They lost their point because they couldn't reach the railroads.

Coastwise tankers for years had been carrying the bulk of the oil from Texas, Louisiana, Mexican and South American ports. Oil tonnage on the railroads had dwindled to almost nothing—to about 8,000 to 12,000 barrels a day, to be exact.

Remember the concern of Mr. Ickes in Washington and how he asked the railroads what they could

do to relieve the critical situation?

If you do, you may recall the laugh that went up when John J. Pelley, president of the American Association of Railroads, answered him, saying that the railroads could deliver 200,000 barrels of petroleum products to the East each day. Unthinkable, 200,000 barrels! Impossible!

Well, the railroads did deliver 200,000. Then they delivered 400,000. Finally, the number rose to 600,000 and 800,000. By superhuman effort they finally got it up to 850,000, and if you care to check tomorrow you'll

likely find it at just about 900,000!

The U-boat pack also waylaid the fleet of colliers that used to carry 13,000,000 tons of coal from Hampton Roads to New England each year. So the railroads took over that job; another 6,200 cars of coal a week. And as if that were not all, think of the vast seagoing tonnage of freight which used to travel between the Pacific and Atlantic Coasts via the Panama Canal. The railroads took that job over, too.

Indications are that the vulnerable heel of the Germans has been found at last. For years before the war Hitler had been neglecting his railroads in the belief that this would be a quick war, soon over, and that it would be fought with motorized equipment. Instead of building and equipping railroads, he built broad, concrete-surfaced military highways.

The Job Gets Bigger

To his surprise, after he struck at Russia, it became a long war. Now his railroad equipment is going to pieces. Railroad men in America are watching that keenly. They have word that one-third of the Reich's locomotives are now laid up for repairs. That's on any average day.

A top-flight midwestern railroad executive said to the writer the other day:

"I predict that in the months to come you will read that thousands of American airplanes are hedge-hopping over Germany blasting railroad yards and lines and attacking trains. Put a shell through a locomotive boiler and it explodes. We can cripple Hitler's railroads almost completely."

For a time after Pearl Harbor the railroads of the United States continued about their daily tasks "as usual." They advertised as usual. They promoted passenger traffic as usual. That was in spite of the fact that within 30 minutes after the Japs dropped their first bomb on Pearl Harbor, the movement of soldiers was under way.

The fact that a convoy of ships lying in an east coast harbor, loaded with planes for England, suddenly was emptied and the planes, in their crates, put on flat cars and rushed to a Pacific coast port in four-and-a-half days to catch other ships for Hawaii, didn't disturb them much. That a freight train loaded with munitions, headed east, was suddenly turned around and sent west was just routine at the time.

It was a little later that the railroads really got down to serious going. In seven weeks 600,000 troops were moved to the West Coast; probably 5,000,000 men in the various



East Texas, North Louisiana and South Arkansas is rightfully called the hub of the world's richest oil and gas producing area. Here 30,000 producing wells are pouring black gold into the wide-open wallets of more than 300,000 radio families.* Here, too, is more than 300 million dollars of war construction... a fast-growing livestock and agricultural market. Buy KWKH for dominant coverage of one of the South's richest markets... a market that has gushed new wealth for scores of KWKH advertisers.



*CBS sets not daytime circulation of 312,000 radio homes; net nighttime at 425,000
Member South-Central Quality Network
Ask Branham Company for details



REPRESENTED by the BRANHAM COMPANY

branches of the service have been moved since then. It takes thousands of tons of lumber and steel to build any one of our scores on scores of training bases.

The thing that is frightening the railroad executives of the nation right now is the fact that, in spite of everything they can do in way of maintenance, their equipment is getting older and more run-down. The job keeps getting bigger. Every month has brought a new peak. No one knows where the top of the hump will be.

It was way back on May 29, 1942, that the Association of American Railroads issued a request that all lines stop advertising to build up civilian, resort or vacation travel. The request, this being wartime, was taken as an order. There was no suggestion at the time that the roads curtail their advertising in any way; in fact, it was suggested that it might be increased.

Advertising Tells the Story

The result was that institutional advertising began to come out of the mill. The various lines started to tell about the job they were doing. Advertising heads of twelve eastern railroads met in conference and planned a program. This advertising got behind the war effort, helped to stiffen the nation's morale. It used emotion; it used humor; it used logic—sometimes cold facts and figures.

One Erie Railroad Co. headline was, "How 10,000 Tank Cars Were Pulled Out Of A Hat."

The Baltimore & Ohio Railroad advertised, "Stealing Rubber and Sinking Tankers Can't Lick The U.S.A. They Couldn't Touch Our Rail Transport."

The Chesapeake & Ohio Railway Co. using cartoons, pictured performances. One told how, by throwing a whole gang of maintenance men at an engine when it came in from a run, the time for preparing it for an out-bound run was reduced from eight hours to 15 minutes.

The Delaware Lackawanna & Western Railroad Co. carried the line, "Food And Fuel . . . And Freedom From Fear!" The illustration was a mother and two children, breakfasting happily in a cozy home.

The Reading Railway System, in German script, flashed, "Ach! We Can't Sink Trains."

The New York Central System alone is buying space in 600 newspapers to tell its story. Most of the eastern roads are using less space—each in cities along its own route. The plan was laid out in a conference, but each advertises individually. The roads participating in the general program are:

Boston & Maine Railroad; Baltimore & Ohio Railroad; Chesapeake & Ohio Railway Co.; Delaware, Lackawanna & Western Railroad Co.; Delaware & Hudson Railroad; Erie Railroad Co.; Lehigh Valley Railroad Co.; Pennsylvania Railroad; Norfolk & Western Railway Co.; New York Central System; Reading Railway System.

Western railroads that recently launched individual advertising campaigns, also telling the wartime story, are the Chicago & Northwestern, the Santa Fe System Lines and the Chicago & Alton Railroad. The Santa

Fe, telling a factual story of its position in the all-over war effort, has taken as its catch line:

"Keep 'em Rolling—Or Else!"

Let's pick two or three paragraphs from some of the Santa Fe advertising:

"No nation that does not possess efficient mass transportation can hope to win a modern war. In America that mass transportation job is squarely up to her railroads. *If they fail, we lose.*

"Neither battle gallantry nor industrial wizardry alone will turn the tide. To meet this tremendous responsibility, we ask every possible



600,000 "IN" PUNCHES PER DAY

MORE than 600,000 men and women in Detroit punch in on the time clocks in a thousand shops and factories. And every punch is a poke at the Axis. Average hourly earnings in Michigan for the month of September in the durable goods industries ran up to \$1.16. Here is an industrial payroll totaling over \$30,000,000 weekly, plus another 400,000 men and wo-

men who have the big job of feeding, housing, clothing and servicing Detroit. In this No. 1 American market over 375,000 families depend upon The Detroit Free Press each day for their news of the hour, and their buying suggestions. . . . 50,000 more families than a year ago. Detroit grows fast, and The Free Press grows with it.

The Detroit Free Press

Story, Brooks & Finley, Inc., Natl. Representatives

consideration in the allocation of materials vitally essential for repairs, maintenance and new equipment.

"For this is essentially a war of rolling wheels. Millions of men, and tens of millions of tons of vital raw and finished products must be moved swiftly and surely, where and when they are needed.

"Stop the wheels that move them, and we stop all that floats and flies as well."

"We are loading cars faster, we are moving cars faster, we are unloading them faster and getting them back into motion faster than we ever did before," said a western executive to the writer. "Every day the load gets bigger. It piles up day by day but we are doing the job with only what we had to start with. We've done an unbelievable job, a miracle in transportation, but wear is steadily going on and in these times we can't re-equip. We can't continue forever to keep pulling rabbits out of hats with limited plants."


That's why the railroads today are content if you travel less. "The ever-rising flood of necessary traffic" is straining them almost to the limit.

The current advertising of the Chicago, Rock Island & Pacific Railway Co. stresses the company's six-year program of "Planned Progress." With wartime freight and passenger traffic at peak, the management is looking forward, considering the time when peace conditions will return, and is devoting the road's advertising toward keeping the name and reputation of the railroad fresh in the public mind.

Daily newspapers in cities along the line of the Rock Island, and in some major cities off the line in which the railroad maintains offices, currently are carrying the Rock Island's advertising. In addition, weekly newspapers in the territory which the railroad serves are being used; and display space is being purchased in some magazines of national circulation and in a limited group of business publications.

"Of course, we didn't foresee the





Aid the War Effort... Buy BONDS




WE LOOKED AHEAD AND FORESAW TODAY'S NEEDS

We could not, of course, foresee war. But we did have the vision to anticipate the growth of American industry and recognize the need for still faster, more efficient transportation. So we built accordingly, with one objective in mind—to keep Rock Island Lines in the forefront of American railroads.

During the past six years we have adhered to a program of Planned Progress, constantly building for the future. As a result, when war came, we were prepared. So well prepared, in fact, that today we are capable of carrying more than 100 million tons of freight and more than 10 million passengers per day. We have been so far called upon to build! Given sufficient materials to continue, we shall make even greater progress in the service of America.


Our program of Planned Progress has achieved many extensive and enduring improvements.



GRADE REDUCTIONS over all of Rock Island Lines have reduced one of our most important roadblocks. By reducing grades, we have increased capacity for the millions of tons and passengers moved.



HEAVY RAILS, heavier rails and heavier cross-ties, permit heavier loads. They give extra support to the rails and keep them from warping.



EQUIPMENT AND FACILITIES are improved. Streamlined, wide-gauge passenger cars, built with modern equipment, give you more space, more comfort, and more service.



FOR WARTIME TRAVEL, we have built more passenger cars, more sleeping cars, more dining cars, more observation cars, more Pullman cars, more tourist cars, more Pullman cars, more tourist cars, more Pullman cars, more tourist cars.

ROCK ISLAND LINES

J. W. HILL, General Freight Traffic Manager J. D. FARRINGTON, Chief Operating Officer A. D. MARTIN, Passenger Traffic Manager

This is one of the advertisements which stresses the six-year program of "Planned Progress" launched by the Chicago, Rock Island & Pacific Railway Co.

war," says a typical advertisement, "But we did anticipate a growing America and an accompanying need for faster, more efficient transportation. Moreover, as one of America's great railroads, we accepted our responsibility to meet this need.

"Six years ago, we undertook a program of 'Planned Progress,' to increase the efficiency and scope of Rock Island service. To this end we made many improvements. We built giant bridges; reduced grades; eliminated curves. And we re-ballasted and improved our roadbed, laid heavier rails, put in millions of new ties, to accommodate heavier, faster traffic.

"We built one of America's largest fleets of streamlined trains—the famous 'Rockets,' and put into service scores of Diesel-powered switch engines. Many modern improvements such as roller bearings have multiplied the speed and power of our steam locomotives. Every piece of rolling stock has been put in top condition."

"We planned for today six years ago," says one of the headings in an advertisement. Walter Rodie, advertising manager, Chicago, commented that in its current advertising the Rock Island is looking ahead and working toward the end that its position and reputation in the public's mind may be maintained in the future, after the war is over and peace comes again.

"We've got to look forward and see into post-war times. We know what happened to many companies that quit advertising and planning and selling during the first World War."

"We are endeavoring also to educate the traveling public in the matter of travel technique through advertising, and through publicity releases, so that certain strains can be relieved," said T. J. O'Shaughnessy, head of the Rock Island's public relations department. He outlined a sample of the ideas. Here are a few:

1. Carry as little luggage as possible; only one grip if you can. Use the baggage car and check other impediments.
2. Use downtown ticket offices where you can; reserve pullman space or parlor car tickets in advance; buy your ticket at the same time, making one transaction of it and so avoid queues at the station.
3. Time your travel for mid-week periods if possible; service men fill the trains on week-ends because that's when they get their furloughs. It means comfort for you and also for soldiers and sailors.
4. When you enter a diner don't loiter over your dessert and coffee; eat and make way for others. Diners are often overburdened these days and it is patriotic to give the service men their chance.
5. Remember that under wartime rules and regulations if you don't use reservations you can't get your money back. That order was promulgated to cut down waste in transportation which is now at a premium.
6. Keep your chin up and take it with a smile if trains are late. Troop movements may be the cause. So be patient and don't grouse.

KMOX, ST. LOUIS, FIRST AGAIN: 24-HOUR SERVICE !

Volcanic economic changes in St. Louis:

—\$67,000,000 increase in retail sales since last year

—50% jump in effective buying income over 1938*

—many an industrial worker's living habits are turned topsy-turvy

—which means *new* periods of day and night for working, sleeping, shopping, radio listening.

Only the insatiable human need for relaxation and instruction and entertainment remains constant.

So...

on October 19th, 1942, station KMOX inaugurated 24-hour radio service for its community.

This marks the first 'round-the-clock operating schedule of any St. Louis radio station.

It marks another first for KMOX penetration of the St. Louis market.

It underscores, once more, KMOX' operation "in the public interest"—serving "all of the people all of the time."

And it indicates, once more, why KMOX has *most* listeners, *most* business of any station in this eighth most important market of the nation.

*Sales Management—Survey of Buying Power.



KMOX THE VOICE OF ST. LOUIS • 50,000 WATTS



Owned and operated by Columbia Broadcasting System. Represented nationally by Radio Sales with offices located in New York, Chicago, Los Angeles, San Francisco, Charlotte



"The slogan, 'Duration-ize' Your Appliances with Timely Repair," was featured on such 24-sheet posters as this, and in all P. G. & E. advertising and publicity copy, and was repeated in radio spots.

Pacific Gas & Electric Co. Helps Dealers Step Up Repair Services

A \$40,000 "Duration-izing" program educates the public in ways to keep electrical appliances in good condition for the duration with the assistance of dealer repair service.

"YOU can't stop the rain . . . but you can carry an umbrella," was the way Pacific Gas & Electric Co. put its "duration-izing" program up to the appliance dealers of California, launched last May. Costing \$40,000 before it was completed, the purpose of the drive was to educate the public in ways to keep electrical appliances in working order with the assistance of dealer repair services, and to show the dealer how to set up such services.

200% Increase Is Reported

The dealer's "umbrella," to be carried throughout the emergency, was *Repair Service*. As a result of the "co-ordinated industry repair service program" (or, "duration-izing"), 700 appliance dealers already have been authorized and approved to come in under the umbrella, and dealers have reported repair service increase up to 200% in some areas. Widespread dealer cooperation, public response, women's group and even Red Cross participation, has been recorded. Advertising, in all media, costing approximately \$27,000, publicized the campaign to the public.

In a broadside P. G. & E. gave dealers this straight-from-the-shoulder view of their situation: "Limitations and freezing orders are falling thick and fast. Already the availability of gas and electric appliances has been af-

fectured materially. Metals, rubber, plastics, fabrics—are needed to win the war. New appliances are just not going to be available until the war is over. Before the supply of new appliances is completely exhausted, a substitute for new merchandise profits must be found. With your stock depleted or frozen . . . how are you going to keep your doors open?"

"Here is a solution:

"Appliances now in use must be kept in service and in good condition 'for the duration.' An appliance needing repair no longer can serve as an excuse for the purchase of a new one of more modern and efficient design. Until the war is over appliances in use must be kept in use, and that means a tremendous demand for appliance-repair service. Conveniently located repair service dealers will be needed in every locality. Repair service soon will become more than a despised stepchild; more than a substitute for merchandising; it actually will afford you a source of added profit. In view of this, there has been formulated a program to stimulate this new type of business during the emergency."

The broadside told how the repair service program was "designed to help you turn a critical condition into an opportunity . . . to adjust profitably your business to present-day needs." Dealers were told that the program would: 1. provide them with a needed activity to supplement restricted ap-

pliance profits; 2. increase store traffic and stimulate the sale of reconditioned appliances and of the new merchandise which remains in stock; 3. maintain public interest in all appliances and in the specific brand names they carry; 4. establish their stores as dependable repair service headquarters where customers may be assured of good workmanship, fair prices, and prompt service; 5. present them with an opportunity to make extra profits on appliance repair and reconditioning service, and 6. would enable them to help appliance users in their community to preserve the health and comfort standards of American home life during this critical period.

Advertising Points the Way

P. G. & E. listed the part it would play in the program by way of a heavy advertising and publicity schedule, the nine helps it would provide to authorized repair service dealers, and then outlined the dealers' responsibility under the project. They must 1. comply with the qualifications established by their manufacturer or wholesale supplier; 2. maintain a place of business, open continuously during the normal business hours of each day, to serve the public in connection with repair and service transactions; 3. have available the facilities, parts and personnel to render a satisfactory repair service on the appliances which they are authorized to repair, and 4. agree to guarantee their repair service work for a period of at least 90 days.

Dealers were told: "Your repair service activity will be profitable if you give it the same personal interest and quality of promotion which is necessary to make the appliance business profitable in normal times." They also were invited to "use this program to help you 'Duration-ize' your appliance business until the war is won. It will enable you to retain old customers, establish new ones, and place you in a position to reap a rich harvest in a tremendous post-war appliance market."

The slogan of the program, "Duration-ize Your Appliances With Timely Repair," appeared in all advertising and publicity copy, and was repeated in radio spots.

Initial advertising was launched in 400 newspapers, starting June 8, and was followed by another insertion on June 22. Two more were run in July, two in August, totaling eight insertions in all 400 papers. Four hundred 24-sheet posters were posted on main highways at strategic points throughout the P. G. & E. territory, and at key points in cities and towns. Company trucks displayed 1,600 truck cards with the same design as was

shown on the posters. Dealers received 20" by 30" display cards for show windows and floors. Spot announcements were broadcast during the P. G. & E. evening concert program every night over station KYA. Bill stickers, dramatizing the program, went into half a million homes.

The company stood a third of the cost of any advertising run by dealers, in support of the program over the three-months' period. In addition, dealers were supplied with free advertising mats, decalcomanias and, at nominal cost, envelope stuffers and direct-by-mail literature to send out to customers.

Dealers Stay in Business

Additional aid given to dealers included: discussion by P. G. & E. salesmen of appliance repair needs with customers during their "in the home" calls; prospects for repairs were referred to qualified dealers properly authorized under the program by suppliers or manufacturers; company salesmen, service men, and office personnel used their lists of authorized dealers in recommendations on repair service to appliance users. In addition, company representatives worked directly with authorized dealers in setting up their individual repair service program.

Consumer advertising played up the "Authorized Service and Repair Dealer," featured the "Duration-izing" slogan and program, carried a consumer pledge, told consumers "there are not going to be any more appliances manufactured for home use for an indefinite period," and told how to take the best care of various home gas and electric appliances. The consumer victory pledge ran: "I will buy carefully. I will take good care of the things I have. I will waste nothing."

The public response was great, as was manifested by the contacts made with dealers. Also, Red Cross divisions asked for lectures and lecturers on "duration-izing"; so did the AWVS, regarding the program as a necessary form of war work.

Demands for repair service throughout the territory served by P. G. & E. were so heavy that most dealers began to feel an acute need for augmented repair and service personnel. This need was met later through a special industry personnel training program which will be in effect continuously until the market for servicemen is satisfied.

Returns and reports from authorized dealers showed that their customers were evincing "an intense interest" in the program, and in some areas dealers' repair services rushed up as high as 200%.

Although the intensive drive cov-

ered June, July and August, the "duration-izing" program will be more or less continuous for the duration, with additional stimulator-moves occasionally put into effect by the company.

For instance, in October, a free lamp bulb was offered to appliance users, to encourage them to keep appliances in good repair.

With October gas and electric bills, a certificate was mailed, entitling the user to an electric light bulb, provided he turns over to an electric appliance dealer for repair, an appliance in need of repair. The bulb might be won also by contribution of appliances beyond

repair to the national stock pile of scrap metals.

Dealers are compensated for the full price of the electric lamps which they gave away, or will give away, on presentation of the certificate.

The program was launched at a time when the mortality among appliance dealers was beginning to be very great. With nothing left to sell, a large proportion who would have had to fold up were encouraged to try to stay in business, and aided to do so. It is somewhat early to give definite results but all concerned feel that the program was constructive.

GETTING RID OF THE LATEST WRINKLES



Day after a Dorothy Randall story mentioned a preparation that helps iron the wrinkles out of crepey necks, 143 women called and 41 wrote to ask what store sold this cosmetic. But such a response shouldn't surprise you a bit. Because, as everybody knows,

PITTSBURGH WOMEN READ THE

Pittsburgh
Sun-Telegraph

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

Where Can Industrial Salesmen Best Fit into the War Effort?

With millions of new workers about to go into war plants, sound training in the installation, use and repair of vital machines grows ever more important. No one knows better than the industrial salesman how to get the maximum out of his machines.

BY HARVEY CONOVER

*President, Conover-Mast Corp.,
New York City*

NOW that manpower has become a major problem in our war program, many loyal American citizens are asking themselves whether their present jobs are the ones in which they can best engage in the interest of winning the war. And among those who are asking this question are thousands of industrial salesmen.

The manufacturer of industrial machinery and equipment is booked months ahead with orders and many of his customers are fighting for preferential positions on his production schedules. The sales executive is being told by the War Production Board which customers he must sell, and materials are frequently the determining factor in quantities produced. Therefore, even though there might be a need for sales work, production men, harassed by a hundred and one manufacturing problems would not, and should not, take time out to listen to factory representatives while they extol the merits of their products.

Under such conditions it would seem to be the patriotic duty of every industrial salesman immediately to find some new activity in our war society that will contribute more directly to the winning of the war.

Field Work Must Continue

But that is just what should not be done. In nine out of every ten cases, I venture to state that the experienced industrial salesman can be far more valuable working for his company out in the field than carrying a gun or learning to operate a lathe. Admittedly, that is a strong statement, but here are the facts which have led to this conclusion:

Production of military equipment since Pearl Harbor has been increased almost 400%. In accomplishing this job, American industry is now manufacturing greater volumes than ever

before have been produced by any nation in world history. The performance of American manufacturers has been magnificent—far greater than the most optimistic thought possible. But in spite of this achievement, the Military now state that arms production must be doubled if we are to supply our men in uniform with equipment in sufficient quantities to beat the Axis.

Obviously, these demands must be met, *but how?* Materials are critically scarce. Hence, if unit production is to be increased the utmost skill must be employed in their fabrication. That calls for trained manpower. Yet here, too, industry is deficient.

Tool designers recently were reported to be so scarce that for every 56 needed, only one was available. Welders were short on a basis of 26 to one, and the demand for skilled

machinists has caused many manufacturers to lure men from other jobs with offers of higher pay, in a desperate effort to meet production schedules of vital military equipment.

And while the draft and voluntary enlistments continue to deplete the ranks of industrial workers still further, new government-built plants and many peacetime manufacturers who have finished tooling up for war work must now have additional manpower for their operations.

So vast is this need, that in addition to millions of new men, who never have seen the inside of an industrial plant, it is estimated that from four to five million women must be impressed into war work. As this is being written there is discussion of a labor draft, and the Army actually has returned men from its ranks to work the mines which are essential to military production. This last act is a direct admission that under certain conditions, skilled labor working in the factories can be of even greater value to our war effort than as soldiers in the field since in this day of mechanized warfare, great numbers of men alone are helpless without modern equipment.

Salesmen Are Specialists

It is obvious, therefore, that to win the war, America must embark upon the greatest training program of all times. And so critical is this problem and so short the time that everyone in a position to help must do so to the fullest of his abilities.

But you may well ask what all this has to do with the industrial salesman trained to create a desire for his company's products in industry. Just this: the industrial salesman is a specialist who has been trained carefully in the most effective use of his company's products.

No one knows better than he how his products should be used to attain maximum production, how they should be operated with a minimum of waste of precious materials, and how they should be cared for to prevent unnecessary breakdowns and to ensure maximum life.

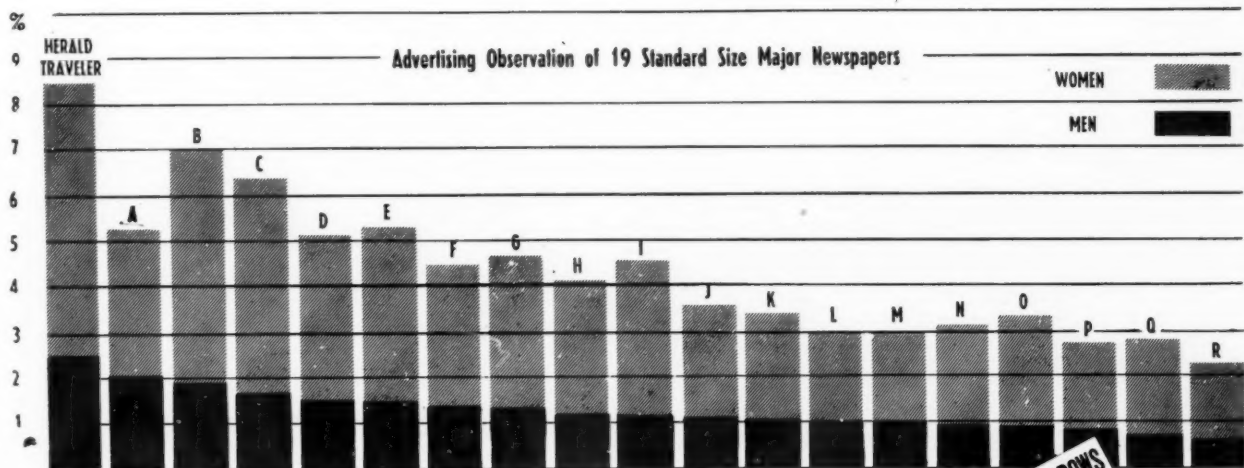
His livelihood has depended on his ability to see that the tools used by industry are both properly installed and used with the utmost efficiency.

He has built up a store of knowl-



Advertisers Know

*"AO" Comes FIRST



*AO - Advertising Observation

L. M. Clark, Inc., nationally known research organization, from 1939 up to 1942 made independent continuing studies of 19 of the nation's greatest newspapers. The chart above depicts the average observation per 100 lines of all readers interviewed for all of the advertising in all the newspapers thus studied

The study included 19 standard size newspapers in ten of the twelve largest cities of the country.



Naturally in view of its superior reader observation" the dominant position of the Herald-Traveler in advertising acceptance follows as a matter of course. For fifteen consecutive years this newspaper has carried more total advertising than any of its Boston competitors and ranks among the top papers of the nation in advertising performance.

In Boston it's
HERALD-TRAVELER
First!

* Represented by George A. McDewitt Company

edge by observing many users of his products and has developed ingenious short cuts and kinks in their operation which have resulted in savings of man-hours and materials; and has proved adept in transmitting the "know-how" of these operations to others.

Unfortunately, however, the value of the salesman in such essential educational work as yet has not been fully appreciated either by the War Manpower Commission, the Selective Service Agencies, or by employers themselves.

The term "salesman" is undoubtedly responsible for this costly oversight. To a draft board a salesman is obviously useless in an economy of scarcity, and an employer might well have his patriotism severely questioned if he were to fight for the deferment of his sales staff, while men of more apparent value to our war economy were being taken.

Consequently, many salesmen who

could serve their country better in this specialized training work have been drafted into the armed services.

Many manufacturers, moreover, not realizing the need of this educational work and hard-pressed for competent help, have called in their field men to engage in office work, such as handling priority procedures and expediting orders, thus eliminating their contacts with the field.

Mr. Channing Dooley, Chief of the Training Within Industry Division of the War Manpower Commission, has just completed a field survey which dramatically proves how very little has so far been done by producers of equipment to aid industry in this problem and how badly this aid is needed. He requested his field men, all of whom are experts in employee training, to ask the following questions, which are listed below with the replies obtained, from a representative group of manufacturers in their territories.

Q. "Is there an appreciable number

of manufacturers, who should do so, who do not send adequate instructions with the equipment they supply?"

A. "Yes."

Q. "Is the instructional material now provided actually used by shop supervisors in the training of workers?"

A. "No."

Remarks: "Even though the material which is made available is termed instructional, usually it merely explains the various parts of the machine and tells how to set it up. It does not carry specific instructions for use. In some instances, when operating directions are included, they are not set up in correct instructional sequence. Again, much of the material made available is far too technical for the ordinary shop man, having been prepared by engineers who take too much for granted in the way of shop and machine operating experience possessed by the workers. Some of the so-called instructional material, however, is excellent and is used in some plants as the basis for their company training program."

Manuals Are Important

Q: "Are instruction manuals sufficiently important that all manufacturers should be urged to supply manuals with their machines?"

A: "Yes."

Remarks: "It would materially shorten the time necessary to get new workers into production if detailed, carefully prepared operating manuals were available. It would also be helpful if some of the manuals now available were revised and brought up to date in the light of what is known at the present time about training workers on the job. Several copies of each manual should accompany each machine, as in many cases only one manual is sent and it is rarely seen by both the supervisor and operators."*

It is significant that manufacturers interviewed in this survey, while they deplored the general lack of aid, specifically commented upon the excellent work being done by some suppliers who already have sensed the need for this educational work, and that some of these companies are even now using the material and assistance as a basis for their training courses. In fact, the work done by these few alert producers is most spectacular and has proved to be of great benefit to both the war effort and the manufacturers who have undertaken it. When such

*Copies of the complete findings in the investigation which was conducted by the Training Within Industry Division of the War Manpower Commission are available by writing to Conover-Mast Corp., 205 East 42nd St., New York, N. Y.

Macon, Ga. and Trading Territory

2nd In Nation

See Forbes Magazine, August, 1942

Macon, Georgia Has Plenty People and Money

500,000 Population

Macon is one of two Georgia markets with 500,000 population.

Buying Income

Greater by 64.92%

Every body is working—Everybody is buying in Macon, Georgia.

NOW OVER 40,000 ABC DAILY

The Marm Telegraph

The Macon News

MORNING EVENING SUNDAY



GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS



work has been backed up by salesmen, moreover, it has become of major assistance in solving industrial training problems.

As an example, during 1942, a manufacturer of small tools extensively used in war production built his entire sales and advertising campaign around the theme of aiding war industries in the most efficient use of his products.

Before launching this campaign, he analyzed the most common abuses of each of his tools which resulted either in work spoilage or in the destruction of the tool itself. Each of these "don'ts" was carefully tabulated along with a simple explanation of the correct handling of the tool.

The information was printed on individual cards, one card for each tool, so that it could be given readily to the workman.

The practices described on these cards was then made the basis of this manufacturer's entire sales and advertising campaign. His salesmen were called in and instructed to sell this information to their distributors and their distributors' salesmen just as though they were selling the company's product. They were also instructed to make direct calls on large users who were having trouble with inexperienced workers and to show them how to use their tools properly.

Tool Replacements Halved

An extensive advertising campaign including magazines, direct-mail, booklets, and posters was launched to assist the salesmen in this work for which they were ideally fitted in both knowledge and experience. Favorable results were immediate, and within but six months a check-up revealed that a total of 3,500 plants were using the instructional aids as an integral part of their manufacturing programs. In these 3,500 plants tool replacements decreased from 15% to 50% and more than 700,000 of these instruction cards are now being used in industry.

There is today a great potential army of technical instructors available to industry in the sales staffs of thousands of manufacturers of machinery, equipment, and supplies essential to production. Every manufacturer, by sending his salesmen into the field equipped to carry on this work will be contributing definitely to the war program. He also will be building for the post-war period in no uncertain manner, for many a life-long friend and customer has been made by helping a man when he is in trouble—and today production men are in plenty of trouble.

Prominent Users of Strathmore Letterhead Papers: No. 34 of a Series



Paper, too, Plays its Part in WINNING THE WAR

Today, on most of America's fighting ships, B. F. Sturtevant air-handling machines increase our Navy's striking power. Sturtevant equipment clears dangerous gas fumes out of submarines...ventilates the hulls of battleships, cruisers, destroyers and giant aircraft carriers.

Sturtevant equipment first goes into action on the drafting-board...on paper. And paper plays its winning part right through to that important point of contact: the company letterhead on Strathmore Bond.

Strathmore Papers are available to industry for letterheads that help to write a record of leadership for all who use them. A letter written on Strathmore Paper costs only a small percent more than a letter written on the cheapest paper you might buy. Such plus value, for so little cost difference, is sound business economy. Write us for detail of "letter" cost.

Strathmore Papers for Letterheads: Strathmore Parchment, Thistlemark Bond, Bay Path Bond, Strathmore Bond, Strathmore Script, Alexandra Brilliant and Strathmore Writing.

STRATHMORE

MAKERS
OF FINE
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

Northern California Electrical Bureau Hurdles Help Shortage

Repair and sales training program succeeds in corralling a reserve of electrical appliance repair men and women.

THE electrical industry in northern California has been making an intensive effort to keep the industry, particularly the distributive end of it, functioning throughout the war by maintaining ex-

isting appliances in good working order. This campaign, appeared to be faced with failure, however, because dealers could not locate repair personnel to handle existing jobs, let alone an increasing amount of repair

work. It looked like a case of, "if we had some ham we could have ham and eggs if we had some eggs."

Realizing the seriousness of the repair personnel bottleneck, the industry instituted a repair and sales training program which would draw on persons not likely to be needed in the war effort. The program already is bearing fruit.

Through the Northern California Electrical Bureau, the industry first made a survey of the personnel needs and wishes of the dealer group. A questionnaire was mailed to 294 dealers in San Francisco, East Bay, Sacramento, San Jose, San Joaquin, and Stockton, to discover how many needed men, to what extent they would take handicapped men, men over 50 years, and women, the wages they would pay, and facilities they would provide for repair personnel. Returns, tabulated, show that of the 294 dealers surveyed, 96 needed personnel; 45 would accept handicapped service personnel; 115, men over 50 years of age; 20, female help.

Wages offered to handicapped men ranged from 45 cents to 60 cents an hour in one city to \$50 a week in another; men over 50 were offered approximately the same; women, from 50 to 60 cents an hour.

Of the 294 dealers, 47 would provide clothes lockers; 74 would provide washrooms; 67, tool lockers.

Many Respond to Call

The industry immediately went to work to train a reserve of electrical appliance repair men and women, on the basis of the survey's findings.

Classified want advertisements were run in three San Francisco dailies for three days, inviting women, handicapped men, and men over 50 years of age to take a free course in electrical appliance repair work.

In San Francisco, over 340 persons responded. Each took an aptitude test, and the most likely prospects were placed in classes organized at the Samuel Gompers Trade School under the auspices of the Northern California Electrical Bureau and the California Department of Education.

Both day and night classes were opened, the day course taking 20 pupils, the night course 15.

The course was, normally, an 80-hour one, but it was found that two-thirds of those chosen to train so far have completed it in 60 hours.

Although the courses have been running only a little over a month, ten graduates already have been placed at whole or part-time work. Certain adept pupils were given part-time employment while continuing to study.



Have A Slice Of A Five Million Dollar BONUS

—it's five million bucks of EXTRA cash that's jingle, jangle, jingling in the pockets of tobacco farmers in this section—"plus" money they've received for their crops sold here.

—total cash income from tobacco crops in this area has already exceeded fifteen millions with two weeks of selling still to go.

—add that "buying power" to a booming industrial payroll and you can be sure that Winston-Salem is a "must" market for advertisers—NOW!

JOURNAL AND SENTINEL

in Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

NBC—Radio Station WSJS—NBC

The bureau has a waiting list of between three and four hundred eligibles who wish to be trained and new pupils are taken in as quickly as trained graduates vacate classes and find jobs.

A spokesman for the bureau and the program says: "The women are turning out surprisingly well. Over 80% of the women now in training, or trained, definitely qualify for jobs. The remaining 20% are good enough to continue training them until they do qualify. About two-thirds of the classes are women, ranging in ages from 35 to 50 years. The men, handicapped and older men, range from 35 to 60 years."

The success of the San Francisco training plan has resulted in its extension to Oakland and to Sacramento, where similar courses have been started. As soon as practicable, programs of training will be undertaken in other key points in California.

Dealers' Doubts Die

Dealers are cooperating with the project and some preliminary fears and suspicions have been overcome. For instance, some dealers thought the trainees, once they became experienced, would open repair shops of their own and so go into competition with the existing shops. It was pointed out to them that the type of persons taking the courses had no such ambitions. They simply wanted jobs; furthermore, they had no capital to start up new businesses. Most appliance shops, desperately in need of repair and service men, now are eager to take advantage of the plan.

They realize, bureau spokesmen say, that it will help, directly and indirectly, to keep them in business by: 1. maintaining electrical appliances in working order; 2. keeping customers appliance-minded; 3. maintaining customer-dealer contact; 4. giving dealers a revenue from repairs. The public will be served by the maintenance of appliances necessary to health and comfort. Manufacturers' ends are served, too, by keeping their products running, and they are co-operating in the project by supplying parts, continuing to do so as long as possible. The utility is benefited by continuous operation of appliances which might be scrapped for need of repairs, minor or major. "It would be a serious matter for the whole industry if we should arrive at the end of the war with no dealer outlets. This program will help to keep them in business by keeping appliances going."


Dealers cooperate in the program by donating to the classes old appliances for students to practice on.

DECEMBER 1, 1942

PARK & TILFORD

Private Stock

RYE OR BOURBON



WHEREVER
FINE WHISKIES
ARE SOLD

*The
GIFT De Luxe
because it is
America's Luxury Whiskey*

PARK & TILFORD DISTILLERS, INC., NEW YORK, N. Y. • A BLEND OF STRAIGHT WHISKIES • 92 PROOF

Campaigns and Marketing

Acousticon

Dictograph Sales Corp. has started a magazine campaign to introduce the new Symphonic Acousticon Hearing Aid. The first ad, in the November 23 issue of *Life*, is based on findings of the United States Government National Deafness Survey and explains how Acousticon engineers developed this new instrument to compensate for the different hearing loss patterns. A free booklet on the Deafness Survey is offered.

Ruthrauff & Ryan, Inc., New York City, is the agency.

Waiting for Him

Unsolicited testimonials in the shape of thankful comments from readers give a recent institutional ad by General Electric a high rating.

In the illustration a young mother gazes out to sea, her youngster playing in the sand beside her. The headline, "Never Beyond This Shore," poignantly epitomizes her thoughts, which are of her husband and the purpose which must fill the long waiting for his return. "It will be up to you to make the plans for the three of us . . . keep our dreams alive," he had said. The transition from that point to the "wonderful new developments" in the

world of tomorrow is done skillfully, without breaking the mood induced by the opening paragraphs.

A Navy radio technician wrote that it was a "citation to the women at home." A major in the Air Corps was even more enthusiastic, saying: "The particular God whose duty it is to record fine things will surely put down a mark in his book alongside the name of the man who composed this ad, and alongside the name of your company for seeing its beauty and using it." Another man wrote: "The feeling behind the picture makes you read the wording." Gabriel Heatter quoted from it for the benefit of women in his radio audience "whose destiny is waiting."

Transportation's Job

In newspapers in key cities along the United Air Lines system, United talks about the "war of transportation." "We of United Air Lines are as proud of the job others are doing as we are of our own. And that goes for the other airlines, the railroads, the merchant marine, the bus and truck lines." Dominating the ad is a huge drawing in which all the transportation agencies are "moving men and materials of war from one part of the United States to another with utmost

speed . . . and then to the battle grounds overseas." Copy then salutes the airlines' personnel, the men and women who are helping to maintain schedules that compare favorably with peacetime operations.

Pass the Biscuits

Twenty-eight million dollars' worth is a lot of biscuits. The figure represents only that portion of the baking industry's output which has gone overseas under the Lend-Lease Act. And it gives a pretty good idea of the position of the humble biscuit among essential foods. Keebler-Weyl Baking Co., running 400-line copy in 36 eastern newspapers, abandons the usual sales approach, stresses instead the nourishment found in cookies, crackers and other biscuits. It also puts in a word for the dealer, asking consumers not to blame him if they can't get their favorite biscuits.

McKee & Albright, Philadelphia, is the agency.

Purely Educational

The switch from canned dog food to a dehydrated form did not put John Morrell & Co. in the shadow of the 8-ball as far as consumer acceptance of the new product was concerned. Orders from dealers are still far ahead of production, which is gaining rapidly in spite of tremendous processing and packaging changes. Long-term advertising did it, according to George A. Morrell, director of publicity and treasurer of the company, building Red Heart to a two-to-one leadership over its nearest competitor—and pre-selling dog owners, kennel operators and veterinarians on the company's competence to provide the logical answer to the tin shortage with a genuine dehydrated dog food.

Current advertising running in the *Saturday Evening Post*, *Life*, *Woman's Day*, *Family Circle*, *Western Family*, as well as in grocery, kennel and veterinarian papers, is purely educational, he points out, since the sales momentum of the pre-hydrated advertising is continuing.

Henri, Hurst & MacDonald, Inc., Chicago, is the agency.

First for Aurex

Aurex Hearing Aid Laboratory starts its first national advertising campaign with an announcement of its new "Model C" in *The Saturday Evening Post*. This will be followed by a rotogravure campaign in 22 newspapers, as well as space in the West Coast edition of *This Week*.

The *SEP* ad, which is a bridged

SALES MANAGEMENT

[illegible]

While she waits for him, keeping his dreams alive, G-E works on new developments which will help her fondest hopes come true.

three-column layout, lists the addresses of more than 100 local Aurex offices and offers a book on hearing and a free hearing test. Aurex representatives are being supplied with tie-up material, including display cards, reprints of the ads for mailing and newspaper mats.

The account is placed by BBD&O, Chicago.

Grounds for Complaint

It was a real case of coffee nerves. When New York's Mayor LaGuardia recently suggested that consumers stretch their coffee by making the evening cup from fresh coffee sprinkled over the grounds used for breakfast, he was promptly refuted in all the moods and tones of which aroused coffee lovers are capable. Among the more public "tain't so" replies was an open letter to His Honor from Frank Wolcott, president of The Silex Co., published as an ad in major New York newspapers. "Let's be helpful, not fantastic," retorted Wolcott, pointing to nine "perfectly grand—and sensible suggestions" from OPA. Underscoring OPA's statement that finely ground coffee goes further than coarsely ground coffee, he informed the Mayor that a Silex enables users to get 48 to 50 cups per pound instead of the ration basis of 35, advised him to try it himself.

Grey Advertising Agency, Inc., New York City, handles the account.

We Are the Country

American Locomotive has seven plants devoted almost exclusively to the production of armament, but there are no locomotives, no tanks, guns or bombs in the advertising campaign the company has just launched.

Copy and artwork preach a grim sermon in which the horrors to which the conquered peoples are subjected are portrayed as possible American scenes. Making sure that they are not repeated here is a job for all of us. Copy warns that we must stop looking upon the country as millions of "other people," that each one of us is the country, that hope must be galvanized into individual effort.

Ads of this type, in which emphasis is on what all of us can do to win the war instead of what "our company" is doing, stand out as models of industrial public relations.

The campaign, consisting of six full-page, four-color ads, will run in *Collier's*, *Life*, *Saturday Evening Post*, *Time*, *Newsweek* and *United States News*.

Kenyon & Eckhardt, New York City, is the agency.

DECEMBER 1, 1942



WAR is a Frankenstein's monster of no good intent... but even from the most evil things some good must come. War has upset our plans, tangled up our lives and unraveled our business scheme but it's awakened the nation to the industrial power of the South. New Orleans, hub of Southern industry, has more new war industry than censorship allows us to mention and is going through the biggest boom in its history. What's more, it is the kind of industry that will stick when the war and peace are won!

Front-page news across the nation was the gigantic Higgins contract to build cargo planes in mass production. Some 50,000 workers are needed for this contract alone and that's only one of many swelling New Orleans' buying power.

So if you would salvage some good out of the evils of war, now is the time to advertise in the New Orleans market... with the largest newspaper circulation in our history—Morning 143,540, evening 66,765, Sunday 236,139.

The Times-Picayune
NEW ORLEANS STATES

NOEE, ROTHENBURG & JANN, Inc.



"I hear some guy name of Henderson has got the Fifth Avenue Association in an awful sweat!"

Krasne Brothers Salesmen Ration Scarce Foods to Their Customers

Food wholesalers develop a highly successful rationing plan. Government-rationed food items are sold to retailers according to quotas based on salesmen's past sales performances.

A MONTH ago Benjamin Krasne, Julius Krasne, and Israel Krasne, in partnership as Krasne Brothers, food wholesalers, Bronx, N. Y., found themselves confronted with a critical problem. Their smaller retail accounts were rapidly becoming their volume accounts. Government rationing of foods had prompted a head-on rush of small retailers who thought they could beat the food shortage problem by placing larger and larger orders.

On the surface, that might appear to be a healthy increase in business for Krasne Brothers. But in the opinion of the Krasnes, this on-rush of new business from small retailers savored of an unfair standard of selling

practice. Retailers who had favored them over a period of years with a healthy volume of business were being let down. More serious even than that, they pointed out, was that their top-notch salesmen were being left out in the cold without adequate supplies of rationed foods to take care of their old, reliable volume accounts. This, the Krasne brothers argued, was decidedly unfair all the way around.

Now all of the 65 Krasne salesmen have had an equal opportunity, during the years they have been on the sales staff, to build as much volume as they wanted. There have been no restrictions. Nevertheless, some salesmen have lower volume than others.

Obviously, something had to be

done. So the Krasne brothers went to their books and carefully analyzed the new business coming in from the small retailers. Analysis revealed that the small-volume salesmen were reaping the benefits from the unfair advantage the small retailers were taking of the government controls already in effect for the dwindling supplies of foods.

The demands on the part of the small retailers, they found, were in excess of the supplies of rationed foods. Some way to allocate fairly the available supplies had to be devised. And this is how the Krasnes went about controlling the distribution of scarce food items:

First, they took 100% of nine months of their 1942 business—from January to September. The next step was to determine what percentage of that 100% each of their salesmen had brought in during that period. That percentage, they figured, should determine a salesman's share of rationed foods which he would be allowed to distribute among his accounts.

For example, the Krasnes figured that if a salesman brought in \$3,000 of a \$100,000 business, he rightfully should be entitled to three per cent of any quota of rationed food items.

The Retailers Like It

In other words, the stand the Krasne brothers took was that if a salesman who has 40 accounts doing a consumer business of, say, \$4,000 each week, he should be allowed to sell his customers a greater number of cases of rationed food items than the salesman who has 80 customers doing a business of \$2,000 a week. The rationing, they reasoned, should be done by the salesmen themselves through the company dividing the available supplies according to quotas based on past sales performances, rather than through the head office direct to retailers. In their opinion, the salesman on the ground is more familiar with his accounts; therefore, he is in a better position to keep the good will of his customers than is the home office.

The action Krasne Brothers have taken is due, in great part, to the extremely good business they have enjoyed since the beginning of their partnership in 1921. This rationing plan, they feel, will make possible the continuation of their fine business for a long time to come.

"The action we have taken," says Benjamin Krasne, "has resulted in satisfaction all around. And all of our salesmen are pleased because they know that we have been fair in basing their shares of rationed food items on their past sales performances."

SALES MANAGEMENT

ANNOUNCING

AN IMPORTANT REVISION in

Sales Management

HIGH-SPOT CITIES

In the issue of May 1, 1940, SALES MANAGEMENT started to make forward estimates of business activity in some 200 leading cities of the nation. Subsequently, in the issue of January 1, 1942, the feature was improved so that the estimates covered retail sales expectations rather than general business activity.

The feature met with even greater popularity and acceptance than the editors dared to expect. Sales and advertising executives *must* be more interested in the future than in the past. Consequently, they liked the forward aspect of the feature. As facts about retail sales became available—*after* the happening—they found that the accuracy record of the estimates was remarkable. Furthermore, the alert sales executive cannot think of the United States as a whole as his market. He breaks it up into component parts through his wholesalers, distributors, and his own field organization. The advertising department, even when it is dealing with national rather than local media, chooses them with emphasis on density of population, incomes, age, sex, marital status, occupations, and the like.

In developing High-Spot Cities SALES MANAGEMENT was doing another of its many pioneering activities. As more was learned about how to do the job and how the figures were being used by subscribers, refinements were added. Now as a result of experience and a thorough canvass of subscribers, we announce the 1943 plan:

1. Forecast for a Single Month

During 1942 the forecasts covered a period "12 months ending" on a certain date, but subscribers have voted for a simplified estimate which will give potentials for a single month,—that month being the month following date of publication.

In this December 1 issue, for example, estimates are given for the month of January, 1943.

2. Retail Sales Plus Services and Amusements

"Retail Sales" as defined by the Bureau of Census, and followed heretofore by SALES MANAGEMENT, excludes billions of dollars worth of spending which are tallied separately in census years under such headings as Business Services, Amusements and Hotels . . . In the 1943 High-Spot Cities forecasts SALES MANAGEMENT will publish a more realistic figure which combines the three items mentioned above with Retail Sales.

3. The City Index

This will show how each city stands in relation to its comparable 1942 month. If a city index is above 100 it means that the city is doing more retail business than a year ago. A figure of 110, for example, signifies a 10% increase.

4. The City-National Index

This index figure shows how the city stands in relation to the nation. A figure above 100 means that the city total retail activity is more favorable than that of the nation as a whole. The index is derived by dividing the percentage estimates for the nation into the city index figure for each city.

5. The Dollar Figure

This last column shows in thousands of dollars SALES MANAGEMENT's estimate for the coming month of Retail Sales, Services, Hotel and Amusements.

One of the primary reasons for the addition of Services, Amusements and Hotels to the Retail Sales figure is that as goods shortages develop, more money both in dollars and percentage tends to flow to service establishments and amusements. Under the old set-up a pair of shoes or a radio purchased in a retail store would be included under Retail Sales, but a pair of rubber heels bought at a shoe repair shop, or radio tubes purchased in a radio repair shop, would not be tallied; a meal or drinks consumed in a restaurant across the street from a hotel would be Retail Sales, but similar meals or drinks in the hotel itself would not be so included. The billion-dollar motion picture theater receipts represent retail spending just as much as the purchase of books or clothing or food, but heretofore they have never been a part of the retail sales picture.

We recommend the High-Spot Cities feature starting on page 70 as being a decided advance in accuracy, simplicity and completeness.

The Editors

Sales Management High-Spot Cities

SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart on the business progress of approximately 200 of the leading market centers of the country. The ones shown in the following columns are those in which, for the month immediately following date of publication, Retail Sales and Services should compare most favorably with the similar period a year ago.

It is now possible, through an improvement in SALES MANAGEMENT'S techniques and processes of correlation, to estimate the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures

as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume this year and last. A figure of 126.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 26% over the similar month a year ago. . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizeable gain over its own past, but the rate of gain may be less than that of the nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns.

All but two cities in the following

Suggested uses for this index: (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials.



Retail Sales and Service Estimates for January, 1943

SALES MANAGEMENT'S figures indicate that income is still increasing faster than stocks of goods diminish. Consequently, a gain of 5% in the dollar volume of Retail Sales and Services is expected for January. The trend, however, is definitely down, and as inventories are depleted and as more and more plants cease the production of goods for civilian purposes, the index figure is expected to grow smaller, but increased expenditures for services, amusements and hotels will undoubtedly prevent any precipitous decline.

As a special service this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months' Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

table should show a gain in dollar volume for January, with the best increases percentagewise coming in the following sixteen cities, where ratios range from 121.6 in Durham, North Carolina to 152.2 in San Diego. San Diego, Cal., 152.2; Portland, Me., 150.7; Mobile, Ala., 145.0; Colorado Springs, Colo., 145.0; Tacoma, Wash., 130.0; Long Beach, Calif., 128.5; Sioux Falls, So. Dak., 127.0; Hartford, Conn., 126.5; Wichita, Kan., 126.0; Passaic, N. J., 126.0; Seattle, Wash., 125.0; Portsmouth, Va., 122.4; East St. Louis, Ill., 122.0; Augusta, Ga., 121.7; Milwaukee, Wis., 121.7; Durham, N. C., 121.6.

In studying these tables three primary points should be kept in mind:

1. How does the city stand in relation to its 1942 month? If the "City Index" is above 100, it is doing more business than a year ago.

2. How does the city stand in relation to the nation? If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the nation as a whole.

3. How *big* a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-sized cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

★ Cities marked with a star are "Preferred-Cities-of-the-Month," with gains equaling or exceeding the national gain.

RETAIL SALES AND SERVICES (S.M. Forecast for January, 1943)

	City Index	Nat'l. Index	\$ Millions
U. S. A.	105.0	100.0	\$4,837.00
Alabama			
★ Mobile	145.0	138.0	6.50
★ Birmingham	117.1	111.5	14.75
★ Montgomery	112.5	107.1	3.95
Arizona			
★ Tucson	125.5	119.5	3.30
★ Phoenix	120.3	114.5	6.15
Arkansas			
★ Little Rock	115.0	109.5	5.20
★ Fort Smith	114.6	109.1	.85
California			
★ San Diego	152.2	145.0	18.00
★ Long Beach	128.5	122.4	11.75
★ Oakland	120.5	114.8	22.95
★ Stockton	109.0	103.8	4.20
★ San Francisco	108.6	103.5	46.85
★ Sacramento	108.1	103.0	8.55
★ San Jose	107.7	102.6	4.90
★ Berkeley	107.2	102.1	4.55
★ Los Angeles	107.0	101.9	93.05
★ Fresno	105.5	100.5	5.75

SALES MANAGEMENT

Your Advertising HERE↓

Bulks Up HERE↓



Sales Management
High-Spot Cities

—when and while they're high!

These 2 TRUE STORY "Exclusives" Do It!

- 1 True Story Reaches More Wage Earners than any other magazine.
- 2 True Story Has the Largest Newsstand Proportion of any major magazine.

TO GET the most for your advertising dollar, your magazine advertising should dovetail with shifting markets. But—when magazine schedules must be planned months in advance, how can you concentrate on the "high-spot" cities?

One answer—use True Story!

For True Story is the *only* major magazine edited for Wage Earners—the families who get 69¢ of every war dollar—who make "high-spot" cities high. And because of its huge newsstand proportion, True Story is able to move copies and your ads from slow to fast retail areas every month! That—plus 4 other "exclusives"—is why no '43 list can work its hardest without True Story!

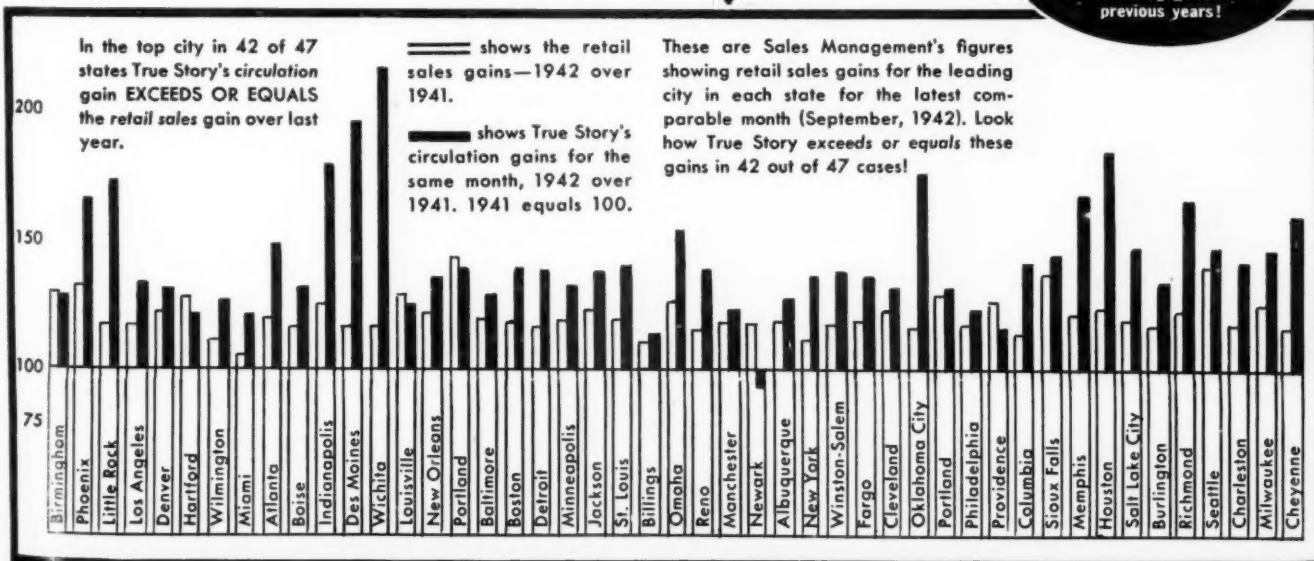
4 OTHER TRUE STORY "EXCLUSIVES"!

- 1 LEAST DUPLICATED AUDIENCE. 2 out of 3 True Story readers reported reading no women's service or general monthly magazine.
- 2 HIGHEST FAMILY PASS-ON. Two major surveys put True Story ahead of any other magazine. Most "eventual" families per dollar.
- 3 HIGHEST AD READER-SHIP. More advertisement readers per dollar than any other magazine.
- 4 READ MOST THOROUGHLY. The average True Story story is read by 70.3% of the people who buy the magazine.

THIS MONTH'S CHART— HOW DO YOUR SALES MATCH?

November
Newsstand Sales
**LARGEST IN
5 YEARS!**

10th consecutive issue to show commanding gains over previous years!



True Story 43¢ Best Buy!

Edited for Wage Earners—the families who get 69¢ of every dollar spent to win the war!

Sales Management High-Spot Cities

(Continued from page 70)

RETAIL SALES AND SERVICES (S.M. Forecast for January, 1943)

	City Index	Nat'l. Index	\$ Millions
California (cont'd.)			
Pasadena . . .	101.0	96.2	5.80
San Bernar- dino	100.6	95.8	2.65
Santa Barbara	100.0	95.2	2.40
Colorado			
★ Colorado Springs . . .	145.0	138.1	2.90
★ Denver	108.3	103.1	19.75
★ Pueblo	105.6	100.6	2.20
Connecticut			
★ Hartford . . .	126.5	120.5	16.85
★ New Britain . .	120.8	115.0	4.15
★ Bridgeport . .	115.1	109.7	9.90
★ Waterbury . .	113.8	108.4	6.45
★ New Haven . .	111.3	106.0	11.20
★ Stamford . . .	105.6	100.6	3.55
Delaware			
★ Wilmington . .	105.8	100.7	8.25
District of Columbia			
★ Washington . .	116.0	110.5	61.80
Florida			
★ Tampa	110.0	104.8	6.20
★ Jacksonville . .	106.8	101.7	8.20
★ Miami	97.6	93.0	11.95
Georgia			
★ Augusta	121.7	116.0	3.20
★ Savannah . . .	115.0	109.5	4.50
★ Macon	113.3	107.9	3.60
★ Albany	110.0	104.8	1.15
★ Atlanta	108.0	102.8	21.75
★ Columbus . . .	106.6	101.5	2.85
Hawaii			
★ Honolulu . . .	112.5	107.1	13.90
Idaho			
★ Boise	112.0	106.7	2.35
Illinois			
★ East St. Louis	122.0	116.2	3.45
★ Rockford . . .	112.8	107.5	5.45
★ Chicago	111.9	106.6	196.00
★ Moline-Rock Isle. E. M. . . .	109.1	104.0	4.60
★ Peoria	105.2	100.2	7.05
Indiana			
★ Fort Wayne . .	120.4	114.6	7.60
★ Indianapolis . .	117.0	112.3	25.65
★ Terre Haute . .	115.4	109.8	4.45
★ Evansville . . .	113.5	108.0	5.95
★ Gary	106.1	101.1	5.20
★ South Bend . .	105.3	100.2	5.60

RETAIL SALES AND SERVICES (S.M. Forecast for January, 1943)

	City Index	Nat'l. Index	\$ Millions
Iowa			
★ Sioux City . .	114.7	109.2	4.75
★ Des Moines . .	112.5	107.1	9.20
★ Davenport . .	108.6	103.5	3.85
★ Cedar Rapids .	110.2	105.0	4.05
Kansas			
★ Wichita	126.0	120.0	8.05
★ Kansas City . .	120.0	114.3	4.55
★ Topeka	115.5	110.0	3.50
Kentucky			
★ Louisville . . .	111.3	105.1	18.15
★ Lexington . . .	108.4	103.2	4.10
Louisiana			
★ Shreveport . .	116.6	111.0	5.70
★ New Orleans . .	108.5	103.3	19.25
Maine			
★ Portland	150.7	143.5	7.65
★ Bangor	107.0	101.9	2.45
Maryland			
★ Baltimore . . .	110.0	104.8	53.55
★ Cumberland . .	106.5	101.4	3.05
Massachusetts			
★ Springfield . .	115.5	110.0	10.50
★ New Bedford . .	111.0	105.7	9.90
★ Lowell	110.5	105.2	4.65
★ Worcester . . .	110.5	105.2	11.40
★ Holyoke	109.6	104.4	2.60
★ Boston	107.5	102.4	57.95
★ Fall River . . .	105.0	100.0	4.50
Michigan			
★ Battle Creek . .	116.5	111.0	3.50
★ Jackson	115.5	110.0	4.00
★ Lansing	113.7	108.3	6.45
★ Detroit	112.2	106.9	100.15
★ Bay City	112.0	106.7	2.90
★ Grand Rapids . .	106.1	101.0	10.80
★ Flint	105.6	100.6	9.10
★ Kalamazoo . . .	105.0	100.0	4.60
★ Saginaw	104.2	99.2	4.55
Minnesota			
★ Minneapolis . .	110.3	105.0	29.30
★ St. Paul	109.5	104.3	17.05
★ Duluth	103.8	98.8	4.70
Mississippi			
★ Jackson	111.0	105.7	3.25
Missouri			
★ St. Joseph . . .	115.8	110.2	3.40
★ St. Louis	115.6	110.2	46.25
★ Kansas City . .	113.7	108.3	27.00
★ Springfield . . .	105.8	100.7	2.95
Montana			
★ Billings	103.5	98.5	1.90
Nebraska			
★ Omaha	112.5	107.1	12.40
★ Lincoln	110.4	105.1	3.90
Nevada			
★ Reno	115.0	109.5	3.05

RETAIL SALES AND SERVICES (S.M. Forecast for January, 1943)

	City Index	Nat'l. Index	\$ Millions
New Hampshire			
★ Manchester . .	108.0	102.9	3.75
New Jersey			
★ Passaic	126.0	120.0	6.00
★ Camden	114.2	108.8	6.80
★ Newark	109.8	104.6	30.70
★ Trenton	107.1	102.0	8.00
★ Jersey City- Hoboken- Paterson	105.0	100.0	22.70
New Mexico			
★ Albuquerque . .	107.5	102.4	2.80
New York			
★ Elmira	120.5	114.8	3.50
★ Niagara Falls . .	120.3	114.6	4.35
★ Utica	112.5	107.1	5.15
★ Binghamton . .	110.6	105.3	4.70
★ Schenectady . .	110.1	104.9	4.70
★ Rochester	109.0	103.8	18.65
★ Jamestown . . .	108.7	103.6	2.45
★ Syracuse	108.6	103.5	11.75
★ Buffalo	106.7	101.6	28.60
★ New York	105.5	100.5	368.75
★ Troy	105.3	100.3	3.50
★ Albany	102.5	97.6	8.15
North Carolina			
★ Durham	121.6	115.8	3.25
★ Charlotte	118.5	112.8	6.95
★ Winston-Salem . .	112.1	106.8	3.55
★ Asheville	109.6	104.5	3.50
★ Greensboro . . .	107.5	102.4	3.45
★ Raleigh	102.5	97.6	3.10
North Dakota			
★ Fargo	107.0	101.9	2.45
★ Grand Forks . .	105.3	101.3	1.25
Ohio			
★ Akron	121.0	115.2	16.15
★ Canton	115.3	109.8	7.85
★ Cincinnati . . .	114.5	109.0	32.95
★ Toledo	114.0	108.6	17.35
★ Dayton	112.4	107.0	15.20
★ Springfield . . .	111.3	106.0	3.75
★ Columbus	109.7	104.5	20.40
★ Cleveland	107.5	102.4	59.60
★ Zanesville	107.0	101.9	2.30
★ Youngstown . . .	105.8	100.8	9.50
★ Steubenville . .	102.5	97.6	2.70
Oklahoma			
★ Oklahoma City .	115.0	109.5	10.30
★ Tulsa	111.5	106.2	7.65
Oregon			
★ Portland	121.0	115.2	25.00
★ Salem	111.3	106.0	2.20
Pennsylvania			
★ Williamsport . .	115.1	109.6	2.75
★ Harrisburg . . .	112.0	106.7	6.60
★ York	112.0	106.7	3.70
★ Erie	110.3	105.0	6.25
★ Philadelphia . . .	110.0	104.8	101.00
★ Pittsburgh	109.5	104.3	46.70
★ Scranton	109.3	104.1	6.85
★ Lancaster	108.3	103.1	4.30
★ Johnstown	108.0	102.9	4.25
★ Wilkes-Barre . .	107.7	102.6	4.70

RETAIL SALES AND SERVICES
(S.M. Forecast for January, 1943)

	City Index	Nat'l. Index	\$ Millions
Pennsylvania (cont'd.)			
Allentown ..	104.4	99.4	5.70
Altoona	102.0	97.1	3.65
Reading	95.4	90.9	5.90
Rhode Island			
★ Providence ..	115.2	109.7	18.25
South Carolina			
★ Charleston ..	116.5	111.0	4.40
★ Greenville ..	116.2	110.7	3.85
★ Columbia ...	111.5	106.2	4.30
★ Spartanburg ..	108.2	103.0	2.75
South Dakota			
★ Sioux Falls ..	127.0	121.0	3.45
Tennessee			
★ Chattanooga ..	120.0	114.3	7.05
★ Memphis ...	114.0	109.6	18.00
★ Nashville ...	113.2	107.8	10.15
★ Knoxville ...	109.3	104.1	6.05
Texas			
★ Austin	115.6	110.1	4.40
★ Fort Worth ..	115.2	109.7	10.75
★ Dallas	114.0	106.0	20.10
★ Waco	113.0	107.0	2.90
★ Houston	111.2	105.8	24.40
★ Galveston ...	109.3	104.1	2.65
★ Beaumont ...	107.1	102.0	3.20
★ San Antonio ..	106.6	101.5	11.50
★ El Paso	105.0	100.0	4.50
★ Wichita Falls	105.0	100.0	2.60
Utah			
★ Ogden	120.0	114.3	2.75
★ Salt Lake City	116.5	111.0	9.55
Vermont			
★ Burlington ..	105.0	100.0	1.90
Virginia			
★ Portsmouth ..	122.4	116.5	2.25
★ Richmond ...	118.5	112.9	13.90
★ Norfolk	115.0	109.5	10.65
★ Lynchburg ...	106.0	101.0	2.40
★ Newport News	105.1	100.1	2.30
★ Roanoke	100.5	95.8	4.05
Washington			
★ Tacoma	130.0	123.8	8.70
★ Seattle	125.0	119.0	34.50
★ Spokane	115.5	110.0	8.00
West Virginia			
★ Huntington ..	115.8	110.3	4.15
★ Charleston ..	109.0	103.8	5.35
★ Wheeling ...	100.0	95.2	3.05
Wisconsin			
★ Milwaukee ..	121.7	115.9	38.70
★ Manitowoc ..	121.0	115.2	1.65
★ Sheboygan ...	119.5	113.8	2.70
★ Superior ...	117.5	111.9	1.85
★ Green Bay ...	108.5	103.3	3.15
★ La Crosse ...	104.5	99.5	2.00
Wyoming			
★ Cheyenne ...	107.4	102.3	1.65

THE GLORY OF DEMOCRACY

THE sacrifices that are needed in order to win the war are apparent to us all.

The Treasury's appeals to buy War Bonds, the Government's pleas to conserve gas and rubber, the economies required to avoid inflation, the necessity of rationing many essential commodities—all these have become vital in the minds of our people.

Necessity has awakened us, not only to the size of the task before us, but to the fact that our future as a nation is at stake; and in characteristic fashion we—all are responding.

Our hearts speak, our purses are open wide; and regardless of creed or color or political convictions, our honest differences of opinion are being dissipated before the issue that confronts us.

This is the glory of democracy; that a man may think as he will, speak as he will, vote as he will, and worship God in his own way: yet in the hour of peril to the State, that which is for the greatest good of all is not only his most compelling thought but the strongest prompting of his heart.

In that hour his thought is no longer of himself but of his country; and it is as though his soul were crying out those memorable words of Plato: "Man was not born for himself alone but for his country."

BUY WAR BONDS

Shirley Watson, President

INTERNATIONAL BUSINESS MACHINES CORPORATION

Come Out Fighting!



The old rule that "the best defense is a good offense", fits today's selling job like a glove. And there's no way to hit that big, busy, conveniently located *Michigan Market* like you can with the eight Booth *Michigan Newspapers*. As *hard* as you want to — as *often* as you want to — *whenever* you want to. The *Michigan Market* is the largest Wartime Market in the country — and the eight Booth *Michigan Newspapers* really hit it—with over a third of a million circulation daily. We'll be glad to mail you further information promptly on request.

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NEWSPAPERS

Grand Rapids Press • Flint Journal • Kalamazoo Gazette
Saginaw News • Jackson Citizen Patriot • Muskegon Chronicle
Bay City Times • Ann Arbor News

I. A. KLEIN, 50 E. 42nd St., New York JOHN E. LUTZ, 435 N. Michigan Ave., Chicago

DECEMBER 1, 1942

[73]

1.



Designing to Sell

2.



3.



4.



1. From Tin to Glass: O'Cedar Corp., Chicago, foreseeing the shortage of metal containers for specialty items, has adopted glass containers. The new containers, furnished in green, amber and crystal glass as an aid to identifying different products in the line, were manufactured by the Owens-Illinois Co.

2. Counter-Salesman: With the ever-increasing shortage of grocery clerks, Northwestern Yeast Co., Chicago, has designed a Yeast Foam display carton, to be placed beside the cash register, saving the clerk extra steps in filling grocery orders.

3. Paperboard Spout: Faced with the need for conserving critical metal, the Myles Salt Co. developed the unique pouring spout, which is now used on the E-Z Run package. This spout, made entirely of paper-



5.

board, will operate the same as the old aluminum spout. Package by Container Corp. of America.

4. Merchandising Display: Jensen Industries, Inc., Chicago, introduces a new counter dealer display, based on the premise that "seeing is believing." The merchandiser contains a "baker's dozen" of Jensen Long-Life phonograph needles. Each needle is attached to a two-color round package, which is inserted in individual compartments.

5. Uncle Sam's All-Plastic Razor: The United States Army, which is equipping its men with the most up-to-date of everything, is issuing a new all-plastic razor, the Simplex. The razor, designed and manufactured by Federal Razor Blade Co., is light, non-corrosive, and is as popular as a metal razor with the soldiers.

For Felixville or Fifth Avenue?



In planning your sales campaign, in designing your package, in introducing your new products, are you pointing for the small town market or for the urban centers? Sometimes the answer is the same for both markets; sometimes it's a vastly different story.

The only way to be certain is to find out the facts. A Ross Federal survey is an inexpensive method of knowing where you're heading, before you start on your way. It can prevent costly mistakes.

Talk to a Ross Federal man today about your plans for tomorrow.

ROSS FEDERAL RESEARCH
CORPORATION • 18 EAST 48th STREET, NEW YORK

AND 31 KEY CITIES FROM COAST TO COAST

FIRST with the Facts!

Media & Agency News

Wall Street Journal, at 60, Broadens Scope of News

Wall Street has changed since '29 . . . and so has the *Journal* which bears its name and which, for the first five of its six decades, told the Street's story.

The Street isn't what it used to be. And neither—but in a different way—is *The Wall Street Journal*.

Great banks and industries still have headquarters in or near the Street, but the nation's economic center (for better or worse) has moved to Washington. The "Big Board" still holds forth at the corner of Wall and Broad, but it isn't very big any more. Millions of Americans still own shares listed there, but the restrictions on trading and new securities, the taxes and other Washington (and war) influences have taken much of the profit and glamor out of it.



Kenneth C. Hogate publishes *The Wall Street Journal* with vigor and alertness.

Washington and war and a host of new world problems have changed, and widened, the interests of industrial and financial leaders.

The Wall Street Journal has broadened its scope to meet them. The *Journal* concerns itself today not only with "money"—with prices, profits, dividends—but even more with industrial research and materials, machines and methods, and management and men; with the many new relations between government and business, and the war's effect on all of them.

And this change—developed steadily, during the last eight years—has been more than one of scope alone.

Wall Street may be "dead," but *The Wall Street Journal* was never so alert and alive. To its old traits of reliability and thoroughness, it has added briskness and brevity. It has become human, and even humorous. Financial news has been relegated to the rear, business and Washington and world news pushed up front.

On the particular Thursday when we dropped down to get re-acquainted with the *Journal*, its front page was devoted to such matters as "Feminine Touch Is Invading Railroads" and "Hollywood's Colossal War Troubles." The third main story on page 1 had to do with the Government's wage stabilization efforts.

Two of the six columns on this page summarize daily "what's news", respective-

ly in business and finance and in the war and otherwise throughout the world. The sixth was the regular Thursday "Business Bulletin." (Other regular weekly front-page features are "Progress of the Week," on Monday; "Commodity Letter," on Tuesday; "Tax Report," on Wednesday; "Washington Wire," on Friday; and "London Cable," on Saturday.)

In recent months, the *Journal* has played up on its first page detailed, first-hand accounts of such matters as "Great Lakes Tankers Speed Oil Shipments to Help East Coast," "Uncle Sam Is Now the Biggest, Busiest Underwriter on Earth," "Advertising Must Be 'Tax-Pure' to Suit Treasury," "Smallest Hall Bedrooms Are at a Premium in War Production Centers," "Aviation's War Record from Infant to No. 1 American Manufacturer," "Some Spices That Add Zest to Food Won't Be Handy by Thanksgiving," "Gold Can Stay in Hills; Vital War Metals Get First Call," "Dow Starts Production of Tire Retreading Plastic at Pilot Plant," "Americans Must Stay Salvage-Minded for War's Duration."

The *Journal* has told executives a lot lately about the work of plastics and ceramics, glass and wood for war and for civilian substitutes. It has described new processes which are helping to meet the problems of industry. . . . And its series by Ray Cromley, former Tokyo correspondent, was an able analysis of what we must do to defeat the Japanese . . .

Perhaps more than any other newspaper or magazine, the *Journal* reports what Washington is doing and planning. One indication of this thoroughness is in the fact that the *Journal's* expertly staffed Washington news bureau is by far the largest maintained by any business publication—the second largest of any newspaper. Another is that, although President Roosevelt's reading of other major newspapers is done by his secretary, Miss Le Hand (as the *Saturday Evening Post* has pointed out), the President himself "carefully scans" *The Wall Street Journal*. And the same is true of most other "top" men in official Washington.

Thousands of management and operating executives in all kinds of industry and business "carefully scan" it, too.

The *Journal's* circulation is not large—measured by newspapers or news magazine standards—but it represents the bulk of all corporate buying power, as well as most of those with the higher individual incomes.

Its present circulation is 34,000, as compared with 29,000 a year ago. The peak, in the '20's, was 45,000; the bottom, in 1932, 28,000. Since then there have been ups and downs. Circulation hit 34,000 in 1936, then dipped again. 35,000 is expected before the end of the year. (The paper sells for seven cents a copy, \$18 a year.)

The present 34,000 is for the New York

edition. It does not include the 3,500 of the Pacific Coast edition, which covers only that area. The New York edition goes into every state (including Nevada and Wyoming.) Between 400 and 500 copies daily are normally sent air express to Chicago and Detroit. Many men pay all the way up to \$150 per year for a single copy to get quick air mail delivery to distant points. Some executives have the *Journal* follow them, by air mail, on their vacations.

Although only .2% of U. S. families have annual incomes of \$25,000 and more, 22.2% of the *Journal's* circulation is in this group. And although only .8% of U. S. families have incomes between \$10,000 and \$24,999, 29% of the *Journal's* circulation goes there. Thus more than half of the entire readership is in the nation's one per cent who get \$10,000 and more.

Some of these figures may have been changed a bit by the war boom. The higher income people are being hit relatively harder by taxes. But probably the proportion of high-income readers still obtains—and so does the economic influence of the readers themselves.

The State of Ohio represents about 6% of the nation's population—and 6% of the *Journal's* circulation. A few months ago, the *Journal* surveyed all its 1,965 Ohio subscribers. Exactly 1,791, or 91.1%, filled in and returned questionnaires.

A decade ago, probably 90% of the *Journal's* readers were in finance. The Ohio survey showed—and the *Journal* people believe that these findings are representative of the entire country—that 55.9% were in industry and business, 26.1% in banking and finance. Smaller groups were inactive, 8.1%; professional, 7.2%, and Government, etc., 2.7%. Seven-tenths of the "industry and business" readers were in manufacturing, mining, public utilities, and about 12% in wholesale and retail trade. The rest were in engineering, insurance, construction, etc., including advertising.

The *Journal* reaches 200 of the 250 Ohio manufacturers rated by Dun & Bradstreet, Inc., at more than \$1,000,000. Throughout the country, the proportion among such concerns is said to be three out of four. There are two or three executive readers per copy.

The Ohio survey showed that 63.9% of readers are management executives, 13.7% operating executives, and 11% professional and government people. The largest number were presidents, owners, partners and firm members, and 78% of the entire 1,791 were management and operating executives, plus government officials.

On advertising designed solely to go broadly to mass readership, *The Wall Street Journal's* advertising rates are admittedly high. However, advertisers seeking to reach a selective audience of industrial executives or people of great national influence on both opinion-making and product preferences, find its cost compares most favorably with other leading media. For example, if an advertiser uses 13 full pages within one year, the cost comes down to less than \$800 a page. Many advertisers use schedules calling for a 13- or 26-time cycle of one-fourth page, at a total annual cost of only \$4,617 and \$7,965, respectively, for the combination of both the New York and Pacific Coast editions.

The *Journal's* circulation department supports itself, and the paper as a whole is in the black. Advertising volume is just about even with a year ago, in contrast with a decline of six or eight per cent for newspapers as a whole.

A lot of advertisers and agencies have



KMA The Earl May Station
The Mail Station
5000 - 1000 Watts • Mutual and Blue Network
SHENANDOAH, IOWA

Ask your Agency to ask the Colonel!
FREE & PETERS, Inc., National Representatives

Men with Sales and Management Responsibilities

Consult BABSON Services for Wise Guidance and Time Saving

These three time-tested Services are constantly at the "finger tips" of well-informed executives. Many of your research problems of Management and Sales are simplified through regular reference to the constructive Forecasts these Services provide.

BABSON'S WASHINGTON REPORTS—

A weekly Forecast of Washington developments that reflect the weight of broad Statistical Facts applied to a host of new problems.

BABSON'S SALESMEN'S BULLETINS—

A Weekly Letter to Salesmen to keep them in pace with the changing Sales Picture. A stimulating contact with the outside Sales World for Salesmen temporarily off the road. Keeps them prepared for the day when they return to active Sales effort. A "must" for the men who are now selling under present-day difficulties.

BABSON'S BUSINESS SERVICE—

A Service for Top Executives providing an abundance of Research Facts and Forecasts on questions of Management, Labor, Wages, Sales, Cost of Living and Inventory Control. A broad Research Service on daily problems confronting men who make decisions.

"Get-acquainted" copies of current Bulletins are available and will be mailed to you—FREE—on request. You will enjoy the constructive Views and Forecasts of these timely Bulletins.

Just check and mail the coupon below for copies that are of interest to you.

BABSON'S STATISTICAL ORGANIZATION, INCORPORATED,
Wellesley Hills, Mass.

Babson's Statistical Organization, Incorporated,
Wellesley Hills, Mass.

Please send me "Get-acquainted" copies of the current issues of Babson's Bulletins checked below:

- ☐ Babson's Washington Reports.
- ☐ Babson's Salesmen's Bulletins.
- ☐ Babson's Business Service.

Your Name Position

Firm Name

Street City & State

DECEMBER 1, 1942

[77]

found the *Journal* an effective medium for wartime institutional as well as for sales messages. It carries, for example, many an announcement on Army-Navy "E" pennant awards.

Monthly, for the last four months, the *Journal* has sent a composite edition to some 6,000 industrial and agency executives. The first four pages reproduce some of the significant stories and features which the paper published that month, and then 20 pages or more present representative advertisements which it carried. In this section also is a list of all advertisers and their agencies that advertised in the paper during that month "to contact America's opinion makers."

A front-page box in the composite edition tells why advertisers should use the *Journal* "to help establish their identity and secure their place in tomorrow's scheme of business." It shows them how to save money by using the New York and Pacific Coast editions in combination, on a 13-, 26- and 52-time basis. There's also a personal message from Robert M. Feemster, advertising director.

The Wall Street Journal today reflects the vigor and alertness of the men who direct it. Kenneth C. Hogate, publisher (and once a news man himself), W. H. Grimes, editor, and Bernard Kilgore, managing editor, have harnessed the talents of scores of staff men and representatives to prove that the paper can be authoritative without being pompous, and thorough without being dull.

Newspapers

Some accomplishments of newspapers in the nation's first year of war were cited by Frank Tripp, Gannett Newspapers, chairman, Bureau of Advertising, American Newspaper Publishers Association, before the recent eastern division meeting of American Association of Advertising Agencies. . . . The war, he said, has brought "circulations and reader-attention to an all-time high." . . . The scrap metal drive led by newspapers this fall has brought

in 5,000,000 tons. . . . Up to November 1, the nation's newsboys sold nearly 500,000,000 War Stamps.

* * *

Total advertising lineage in newspapers of 52 major cities in October, Media Records reports, was 5.1% below October, 1941, as compared with a decline of 6.1% in these cities for the first ten months of this year. Classified gained 9.4% in October, but other major groups were down: general or national 1.1; retail 6.3; financial 20.5 and automotive 57.1. . . . For the ten months general lineage made the best showing—down only 0.8%.



Mary J. McClung, is the *Post's* newly appointed advertising director.



Clem J. Randau, now is business manager for *Chicago Sun*.

Mary J. McClung, for five years on the advertising staff of the *New York Post*, has been appointed advertising director, succeeding Natt S. Getlin, resigned. . . . Clem J. Randau, former general business manager and vice-president of the United Press, is named business manager of the *Chicago Sun*. . . . Ray McCarney, from the *Philadelphia Inquirer*, New York City office, becomes advertising manager of the *Catholic Standard & Times*, Philadelphia. He will continue to act as Philadelphia representative for *Extension Magazine*. . . . Wilson Baden, *The Wall Street Journal*, has been elected president and Ted Clodius, *New York Mirror*, secretary and treasurer of New York Newspaper Promotion Association. . . . Ray Cox, from Ambro Advertising Agency, Cedar Rapids, Iowa, joins the sales promotion staff of the *Minneapolis Star Journal & Tribune*.

* * *

Newark, Ohio *Advocate* published the largest issue in its 122 years last month, on the Army-Navy "E" award to the Newark factories and laboratories of Owens-Corning Fiberglas Corp. . . . *El Heraldo*, San Luis Potosi, Mexico, appoints Joshua B. Powers, Inc., as United States representative.

Walter H. Henkes is appointed national advertising manager of the *Illinois State Journal & Register*, Springfield, succeeding Owen W. Chambers, who becomes promotion manager of the *Pittsburgh Sun-Telegraph*.

Radio

Mutual Broadcasting System appoints Miller McClintock as president and chief executive. Mr. McClintock, until recently



Blackstone

Miller McClintock goes to Mutual as its first paid president in its eight years.

executive director of the Advertising Council, becomes Mutual's first paid president in its eight years. W. E. Macfarlane, of the *Chicago Tribune* and WGN, continues as chairman of the executive committee; Alfred J. McCosker, of WOR, as chairman of the board, and Fred Weber as general manager.

* * *

NBC network affiliates have chosen a Stations' Planning and Advisory Committee, as follows: Paul W. Morency, WTIC, Hartford; G. Richard Shafto, WIS, Columbia, S. C.; James D. Shouse, WLW, Cincinnati; Harry Stone, WSM, Nashville; Stanley E. Hubbard, KSTP, Minneapolis-St. Paul; G. E. Zimmerman, KARK, Little Rock; Sydney S. Fox, KDYL, Salt Lake City, and Arden X. Pangborn, KGW, Portland, Ore. Number of districts represented is increased to eight by adding an eastern coastal division.

* * *

William S. Paley, president of CBS, issued a statement on a decision of a Statutory Court on legality of Federal Communications Commission rules affecting network operation, saying that "we are taking immediate steps to bring the case before the Supreme Court, which earlier this year reversed a prior decision of this Statutory Court on the question of jurisdiction in the same case."

* * *

Jane Tiffany Wagner has been appointed director of women's war activities at NBC. . . . Marie Houlahan, formerly publicity director of KQW, San Francisco, becomes publicity director of WEEI, Boston, both CBS stations. . . . Harold Higgins, for the last five years manager of the Chicago sales office of WOR, New York City, is now vice-president in charge of the Chicago office of Joseph Hershey McGillvra, radio station representative, replacing Joseph R. Spadea, now in the Army Air Force.

* * *

KWBW, Hutchinson, Kan., becomes the 140th affiliate of NBC.

* * *

Average evening "sets-in-use" rating of C. E. Hooper, Inc., on November 15 was 11.3—up 0.8 from October 30 and up 1.3 from November 15, 1941.

* * *

Two advertisers will run special big-scale holiday programs. . . . Coca-Cola Co. (D'Arcy Agency) will present for the armed forces a 12-hour program, with

Reveille to VICTORY

"Good morning, 7 o'clock" awakens you from a pep-restoring sleep on an inner-spring mattress in noise-proofed, comfortable room at . . .

HOTEL Mayfair ST. LOUIS

Over 50% of all rooms \$3.50 or less single

SALES AGENT AND MANAGER

With years of experience in large scale selling desires to market nationally a line of products. Free to travel the entire United States to sell direct or form agencies. Not subject to draft. Advise what you have to offer and terms. David Lutz, North Hills, Pa.

WHAT RURAL MAGAZINE LEADS ALL OTHERS IN "KEYED" ADVERTISING RESULTS?

Farm Journal

OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE . . . 2,600,000

minor intermissions, on 142 Blue stations Christmas Day. Elgin National Watch Co. (J. Walter Thompson Co.) is running two-hour programs for service men, on Thanksgiving and Christmas days, on the full CBS network.

Agencies

Chester J. La Roche, Young & Rubicam, chairman of the Advertising Council, told meetings of Association of National Advertisers and eastern division of American Association of Advertising Agencies in New York City in November that the council is working on 52 of the 64 government war projects in which advertising in some form is involved. . . . More than 4,000 advertisements in copy and layout form have been provided by the council's creative groups—in addition to scores of portfolios, leaflets and folders and hundreds of posters. . . . One agency has written and produced, in seven months, some 2,500 radio shows and spots for the Government. . . . Agencies have contributed the equivalent of \$3,000,000 in payroll time.

In connection with the widening scope of agency work, Mr. La Roche suggested that the Four A's change its name to American Association of Advertising Counsel.

Congress, Mr. La Roche believed, will appropriate money for government war advertising, "if it becomes necessary to do so. They appropriated \$85,000,000 for Kaiser to experiment in war planes." But they must be "given an understanding of what advertising can do toward unifying the country."

Officers of the Pacific Council of the Four A's, headed by Dan B. Miner, Dan B. Miner Co., Los Angeles, have been re-elected. . . . Gilbert H. Williams, copy chief, and MacGregor Ormiston, art director, are elected vice-presidents of Federal Advertising Agency, New York City. . . . Emmett Corrigan is elected chairman of the board; Victor J. Cevasco, first vice-president and treasurer; Harold E. Maples, vice-president and secretary, and William T. Cobb and Ben S. Laitin vice-presidents of Albert Frank-Guenther Law, Inc. . . . H. C. McCollum, Jr. is named space buyer of Benton & Bowles, replacing Bronson Tweedy, who joins the Navy. Henry O. Pattison, Jr., from J. Walter Thompson Co., joins the copy staff of Benton & Bowles. . . . John Guedel is named vice-president in charge of Pacific Coast operations of Russell M. Seeds Co., Chicago.

Elkin Kaufman becomes vice-president and secretary, Paul Rand, vice-president, and William Galloway, treasurer of William H. Weintraub & Co., New York City. . . . James B. Mackenzie, formerly head of Fox & Mackenzie, Philadelphia agency, is now art director of Lewis & Gilman, there. . . . John Van Orman becomes art director of Buchanan & Co. . . . Ralph Seberhagen, former art director of Al Paul Lefton Co., at New York City, joins J. M. Mathes, Inc., there.

Bob Byron joins Ruthrauff & Ryan as director of Bromo-Seltzer's "Vox Pop" program, succeeding John Gully Cole, now with the Coast Guard. . . . James R. Crowell, Plummer Whipple and Frank J. G. Duck are now on the public relations staff of N. W. Ayer & Son. . . . Otis T. Wingo Jr., former Washington editor, and Harold A. Smith, former promotion manager of *Liberty* join Young & Rubicam's public relations staff.

Accounts: Socony-Vacuum Oil Co. and Kolynos tooth powder of Kolynos Co. to Compton Advertising, Inc. Kolynos tooth paste remains with Blackett-Sample-Humert. . . . Quaker Oats Co. appoints Sherman & Marquette, Chicago, for magazine, newspaper and outdoor advertising on Quaker Puffed Wheat, Puffed Rice and Sparkies cereals. Ruthrauff & Ryan will handle radio for these products. . . . Certified Extracts, Inc., and Sapolin Co. to Duane Jones Co., New York City. . . . Camden Fire Insurance Association, Camden, to Gray & Rogers, Philadelphia.

Magazines

All magazines are being asked to devote an advertising page of each issue to a wartime message. Several agencies have been working with Advertising Council on the series. A. O. Winger, Crowell-Collier Publishing Co., is chairman.

Time, Inc., introduces wartime limitation policies for *Life*, *Time* and *Fortune*. *Life* will be limited to 132 pages, plus covers, and *Time* to 104 pages, plus covers. *Fortune's* page size will be reduced, with March issue, to 10½" by 13".

Life has announced that "past performance" of advertisers in that publication will be a factor in acceptance. . . . *Life* also increases rates from a black-and-white page basis of \$9,200 to \$10,000, with September 13, 1943, issue, and increases circulation guarantee from 3,200,000 to 3,600,000. In addition to 13- and 26-time continuity discounts, *Life* introduces a 39-time discount of 10% and increases 52-time discount to 12%.

"To keep circulation at its present level of more than 2,000,000 net paid," *Country Gentleman* will reduce prices with the January issue from ten cents to five cents a copy and 75 cents to 25 cents a year. Present rates went into effect last July.

The "improved *Liberty*" will start with the December 26 issue. "More stories, more articles, more departments, more cartoons and pictures" will be emphasized. A promotion campaign, it is expected, will help increase newsstand circulation by 300,000.



Donald L. Curtiss, becomes *Good Housekeeping's* promotion manager.

Blackstone

Donald L. Curtiss, formerly promotion manager of Modern Magazines, joins *Good Housekeeping* as promotion manager. . . . Edward Maher is elected vice-president of *Liberty* Magazine, Inc. . . . William Alfred Hart Birnie becomes managing editor of *Woman's Home Companion*. . . . John A. Spooner, formerly merchandise director of American Viscose Corp., joins *Mademoiselle* as national accounts manager. . . . R. Kingsland Hay, until recently vice-president and advertising director of Promenade Group, is now on the advertising staff of *Charm*. . . . Charles Bonsted becomes associate editor of *Click*. . . . E. N. Rowell joins the eastern sales staff of Fawcett Women's Group.

Quota Unchanged!



**ROOMS
AT \$4.00**

Not only has "New York's Friendly Hotel" maintained the same minimum rate since 1939, but also the identical number of rooms are still available at that price. Now, as before, 505 rooms are \$4.00, single—amounting to more than one-half the total number in *The Lexington*... all outside with combination tub and shower, circulating ice-water, full-length mirror, four-station radio. Home of the famous Hawaiian Room.

Hotel Lexington

Charles E. Rochester, Vice-Pres. & Mng. Dir.

LEXINGTON AVE., AT 48TH ST., N. Y. C.



Slap a Jap and
Gun a Hun.
Buy War Bonds
and Stamps.

SIGNS OF LONG LIFE
by ARTKRAFT
SIGN CO., LIMA, OHIO

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
COrtland 7-4836

DE LUXE TABLE PHEASANTS

to tickle the pride and palate
of your hard-to-please
friends and clients

Everyone wants to give something distinctive . . . unusual—something that will be remembered. Here's the answer . . . a brace of wonderful-looking, delicious-tasting, de luxe table pheasants. \$8.75 per brace, (2 birds, cock and hen) beautifully gift-packed, express prepaid. (Recipe booklet in each package). Please enclose check with order.

L. Whitney, Green Hill Farm, RFD-2 Pine Plains, N. Y.

Comment

BY RAY BILL

WARTIME ADVERTISING. Any one who thinks that wartime copy themes of advertising do not come in for wide discussion in all types of Washington circles, has not been getting to Washington often. The need for advertising and the many purposes which can be served by it during the war period are gaining ever wider acceptance and understanding. But the old pre-war talking about misrepresentations in advertising has been superseded by close scrutiny of the good taste of war advertising and the merit of its objectives from a war-winning standpoint.

A good illustration of the kind of talk which one now hears in the Capital is found in these remarks by an older man who has seen plenty of active front line service but who also has had experience in private business:

"Some Americans have the idea, when a soldier goes to war, that every single day he is fighting the enemy. Quite to the contrary, if a soldier spends 10% of his time in the front line over a period of two years—he has seen more than the average man. Now, during his spare time, what is he doing? Going to movies, getting a few drinks in town, etc. But don't forget that what a soldier does most is to write and read.

"The advertisements of certain manufacturers who have built their ads with too little restraint and which include too much patting of themselves on the back appear in the magazines. Hundreds of thousands of copies of these magazines find their way into Army camps and the readers of these advertisements are legion.

"Stop and think of the reaction that *you* would have if you were sweating and toiling for \$60 a month in Australia in a stevedore gang. (Purposely take yourself out of combat duty. If you were in combat your reaction would be more severe.) What would you think of an ad prepared by Bob Burns, president of the XYZ Co. that starts off, 'We Are Doing Our Part.' Your reaction might be, 'Aw, Nerfs.' The more you look at it the more you might think of Bob Burns in a swivel chair, smoking his cigar and buying a few War Bonds. Now, that might not be a true picture of him. He might be working like hell to keep production up. But there is no way of conveying to the soldier what Burns is doing.

"The success of any company's sales after the war is going to be measured largely by the volume that they are doing with those who serve in the war. When 'Johnny comes marching home,' make sure that you have earned his good will. He's the buyer of the future peace period; the fellow who will build the new house, who wants the new things, who isn't content with what his father had.

"It is wise to be sure your advertising is creating good will with 'Johnny'."

Most wartime advertisers are keeping this sort of philosophy very much in mind. A few, however, slip in their application of good taste.

◆ ◆

CHRISTMAS LIGHTS. Through one or more of its agencies and at fairly rapid intervals, the Government makes decisions and releases, the justification for which does not quickly register with the American people. An all-out sense of patriotism might lead most of us to put up with such governmental actions regardless of whether they seem right or wrong. However, we do not regard such a course as wholly wise or desired even by the governmental powers-that-be.

Naturally, government officials hate to be caught with

having made mistakes. That is only human. But in our contacts with government men in Washington, we find plenty of open-mindedness to make changes and corrections where facts and circumstances so justify. The colossal war program, plus the ever broader effort to assure justice in the operation of the civilian economy, cannot go forward without considerable confusion and some mistakes. No business concern could reasonably expect to step up the size and variety of its own activities without making some mistakes. Hence, we believe it is the duty of each citizen to accept governmental wartime mistakes with tolerance—but not with resignation.

Take, for example, the first application of a rigid ceiling to the 1942 corporate compensation of individuals. As originally prescribed, the motion picture and radio broadcasting industries stood in a fair way to come almost to a standstill—not in the distant future, *but for the balance of the current year*. When the facts were properly presented in Washington, relief was promptly forthcoming.

Consider, too, the placing of a national ceiling on the retail price of nylon hose with the attendant publicity that 3,500,000 pairs were still available for consumers to acquire. Such erroneous news created close to a panic in hosiery trade circles and much regrettable discontent on the part of American women.

Think also about whether colored electric lights on Christmas trees should be "out" for the coming Yuletide. If the lighting is confined to bulbs now owned or readily available to home owners, the objections to Christmas lights can only be based on saving electric power or dimout requirements. The latter can be readily solved in the coastal areas just as house lights are extinguished during blackouts and dimming out is not even applicable to most of the country. The power saving is certainly not of major consequence, but Americans could be put on their honor to conserve other home lighting or electric power in order to offset what would be used for Christmas lights in the home.

To be sure, we must all stand ready to give up whatever winning the war necessitates, but we should not be required arbitrarily to abandon those things which constitute the very essence of American life when less important sacrifices can be substituted therefor without undue trouble and with better public acceptance.

Somehow, to us, Christmas lights in American homes symbolize the good cheer, the warm humanity and the truly Christian spirit which have made America great and which will measurably strengthen the stern courage we require for victory. Our enemies may choose to make people into the mechanical, atheist puppets of totalitarian dictators. But here in America let us ever be sure to dramatize to ourselves and our children—and to the people of all the world—that we are always, even in times of war, God-fearing and God-loving.